

clone lab

Austria	2,504	Indonesia	8,200	Philippines	1,000
Belgium	1,000	Iran	1,000	Portugal	1,000
Canada	1,000	Israel	1,000	Spain	1,000
France	1,000	Italy	1,000	Sweden	1,000
Germany	1,000	Japan	1,000	Switzerland	1,000
Greece	1,000	South Korea	1,000	Taiwan	1,000
Hong Kong	1,000	Thailand	1,000	Turkey	1,000
India	1,000	USA	1,000	UK	1,000

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

**SOUTH KOREA**  
Housing shortage is number one priority  
Page 4

FT No. 31,143  
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Wednesday May 9 1990

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## World News

### Kohl says no to unity until military status settled

Mr Helmut Kohl, the West German Chancellor, rejected the Soviet Union's proposals on German unification, reflecting a split in the Bonn coalition over Germany's future political sovereignty.

Mr Kohl risked a clear rift with Moscow by saying it would be a "fatal development" to clear up the internal aspects of German unification without simultaneously deciding that a united Germany would remain in Nato.

**Army may intervene**  
A senior Soviet officer in Lithuania said that the army might have to intervene in the rebel republic if tension escalated.

**Iraq claims trigger**  
President Saddam Hussein said that Iraq had obtained a sample of an American electronic capacitor - which the US says could be used as a trigger for nuclear weapons - and was making its own copies.

**Roh to visit Japan**  
South Korean President Roh Tae-woo is to make his first official visit to Japan later this month.

**Change of name**  
Estonia dropped Soviet Socialist from its name and adopted its old tricolor national flag in place of the red banner of socialism.

**Muslims detained**  
Moroccan police detained about 2,000 Islamic fundamentalists who staged a peaceful demonstration outside a court house in the centre of Rabat.

**Torture unabated**  
Torture and other human rights abuses continue unabated in Turkey six months after the government proposed new safeguards, according to a report by Amnesty International.

**New Italian force**  
Italian politicians struggled to adjust to the arrival of a new right-of-centre political force after the weekend local elections.

**Oil slick risk**  
A 24km oil slick threatened to pollute the coast of southern Portugal, after crude oil leaked from a Cypriot tanker at the port of Sines.

**Ship fire kills one**  
A fire broke out aboard the guided-missile destroyer USS Conyngham about 120km off North Carolina, killing a crew member and injuring at least 12 others.

**Censure threat**  
The French Government is facing the most serious threat from a censure motion in the two years since it came to power.

**No early release**  
A top Iranian leader quashed hopes for the early freedom for 15 western hostages in Lebanon, blaming US intransigence.

**Military claim**  
Angolan rebels said they had pushed back government troops near the strategic town of Luanda, killing 139 soldiers.

**Blockade in Pacific**  
Papua New Guinea announced an economic blockade of the island of Bougainville after talks with local independence rebels collapsed.

**Quarry fall kills 60**  
A tin quarry collapsed in eastern Zaire, killing 60 people. Rescue workers, who dug down 20 m, recovered 20 bodies.

**Irish Cardinal dies**  
Cardinal Tomas O'Fiaich, the Roman Catholic primate of All Ireland, died in Lourdes, France, during a pilgrimage.

## Business Summary

### W Germany 'needs tough laws' to curb insider deals

West Germany needs tough and enforceable laws on insider trading and the disclosure of shareholdings if it is to develop properly as an international financial centre, Mr Helmut Kopper, the chief executive of Deutsche Bank, said.

Although the present situation was "better than nothing," Mr Kopper said Frankfurt's growth as a financial centre required a legal solution with proper penalties.

**SHARE PRICES** on the London market bounded ahead with the FT-SE 100 Index moving closer to 2,200 and extending the rally which began last week. By the close the index had clawed its way back to levels last seen before it suffered from such damaging events as Boylston withdrawing its bid for BAT, the Midland Bank profits warning and the March trade figures.

**MARKET REPORT**, Page 39; **World stock markets**, Page 47; **Lex**, Page 22.

**ROLLS-ROYCE**, UK aero-engine company, has won a \$600m order to supply engines for the entire Boeing 777-300 fleet of United Parcel Service, the US package freighter company.

**ROBECO**, Dutch group which operates Europe's third largest investment fund business with assets of around \$22bn, is setting up a bank in Switzerland.

**ERICSSON**, Swedish telecommunications equipment group, announced first quarter 1990 pre-tax profits \$0.9 per cent up from \$0.8 (400m) to \$0.9 (410m).

**FRANKFURT** Defence Systems, UK group, has won the contract for the European Fighter Aircraft's radar system, worth over £1bn (\$1.67bn).

**BUSH** Administration proposed legislation allowing companies operating in the US to engage in joint production ventures without fear of anti-trust actions.

**CHILE'S** overvalued economy is responding to the Central Bank's restrictive monetary policies said Finance Minister, Mr Alejandro Foxley.

**EAST GERMANY** admitted it broke western technology transfer rules to produce its own 1 megabit chips.

**AUSTRALIA'S** re-elected Labor Government has produced an ambitious programme of economic reforms with tight spending controls.

**HONGKONG** and Shanghai Bank problems with overseas offshore continued, as James Capel, London stockbroker, suffered a \$7m (\$11.7m) net loss in the first quarter, and Marine Midland Bank of New York needed cash injections totalling \$300m.

**THE PHILIPPINES** expects the release of about \$450m in new loans from foreign commercial banks soon.

**NICARAGUA** devalued its currency 10 per cent against the US dollar on the official market and 2.8 per cent on the parallel market.

**US MARKETS**: We regret that due to technical difficulties, some US stock prices have not been updated for this edition.

## IMF links 50% resources boost to debt clampdown

By Peter Norman, Economics Correspondent, in Washington

A 50 per cent increase in the International Monetary Fund's resources was agreed yesterday by the IMF's policy-making Interim Committee.

But the agreement was made conditional on the adoption of a tougher policy against countries in arrears to the Fund.

The deal, reached after finance ministers thrashed out the details in negotiations lasting until the early hours, will link the IMF's quotas or membership fees to SDR135bn (\$175bn) from SDR90bn.

The IMF's member countries are supposed to approve and put the increase into effect before the end of next year.

But implementation will go ahead only if they also agree by the same date to an amendment of the IMF's articles permitting the suspension of members guilty of willfully staying in arrears with the Fund.

The agreement, which also involves Britain's move from number two to number four in a refiging of the rankings of IMF members, represented a substantial victory for US diplomacy.

The 50 per cent quota increase will be smaller than that sought by majority of the Fund's members and Mr Michael Camdessus, the IMF managing director.

Most members would have supported a two-thirds increase in quotas while Mr Camdessus



Michael Camdessus, International Monetary Fund chairman, and Michael Wilson, Canadian Finance Minister, after the agreement to increase the organisation's funding

started the lengthy three-year negotiation over the increase in Fund resources with a demand that they be doubled.

The linkage of the quota increase to the new policy on arrears also met US aims and was approved after stiff opposition from some developing countries such as India and Nigeria.

The amendment could make final approval of the quota increase more difficult to achieve because it will require the support of 85 per cent of the IMF membership.

Only in one significant respect did the US not get its way. The committee agreed that the next review of quotas should be conducted by the end of March 1993. Earlier, Mr

Nicholas Brady, US Treasury Secretary, had urged that the end of 1992 should be the deadline for the next quota review.

A US Treasury official suggested yesterday that this continued on Page 22.

Debt relief strategy finds favour; Poland hopes to cut service obligations; Britain warns over aid, Page 8

make final approval of the quota increase more difficult to achieve because it will require the support of 85 per cent of the IMF membership.

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## Fresh start on the arrears problem

**AGREEMENT** on a new strategy to deal with arrears owed to the International Monetary Fund marks a fresh start in dealing with a problem that has been of growing concern to virtually all IMF members.

For although the \$400 total of overdue obligations owed by 11 poor developing countries to the IMF appears small compared with the \$3,000bn of IMF's resources, it is a reminder of the growth of arrears and their persistence has increasingly cast doubt over the IMF's status as the central pillar of the world's monetary system.

The IMF's arrears problem represents a burden on the Fund and its members, they are also the most visible evidence of how the IMF has acquired - albeit involuntarily - some attributes of a provider of long-term development finance.

Until now, the only sanction that the IMF has had against a country persistently in arrears has been to expel it.

This measure has been considered so drastic it never has been used.

The agreement, reached after protracted negotiations on Monday, is designed to encourage countries to "work out" their arrears and incorporate into the Fund's articles the less far-reaching punitive element of suspension from the IMF of a recalcitrant member.

It will require 70 per cent of Fund members to approve an individual suspension, which effectively will deprive that member of its voting rights.

Not to do this, which would represent a burden on the Fund and its members, they are also the most visible evidence of how the IMF has acquired - albeit involuntarily - some attributes of a provider of long-term development finance.

Largely at US insistence, the scheme has been crafted to avoid the impression that a country receiving help is being bailed out by the IMF.

The problem country will be expected to pursue sound economic policies to redress its problems. If it makes progress, it may be able to borrow the low interest resources of the Enhanced Structural Adjustment Facility (ESAF), a pool of cash contributed by a number of wealthy IMF members that does not technically count as part of the IMF's resources.

Originally, the US proposed that IMF gold be sold to provide money for helping the countries in arrears but this was blocked by Germany and some other countries.

Instead, it has been agreed that the Fund should be prepared to pledge up to \$m ounces of gold as security in case a nation being helped from the ESAF fails to meet its obligations.

raise SDR1bn (\$1.3bn) over five years through increases in charges it levies for exchanging currencies and on the interest rates set by the Fund on its borrowing and lending.

This so-called "billion share" arrangement will cost creditor countries three times the amount levied on borrowers. The IMF's policy-making Interim Committee agreed that the arrears amendment should be agreed before the end of 1991 as a precondition to the planned 50 per cent increase in the Fund's quotas or membership fees.

It remains to be seen whether the new provisions can solve the IMF's arrears problem. Yesterday, Mr Pierre Bérégovoy, the French Finance Minister, had no doubts it represented an improvement on existing rules. "It is not excessively strict but it recalls that we all have rights and obligations in the institution," he said.

To strengthen the Fund further, members have agreed to

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To strengthen the Fund further, members have agreed to

## Brussels seeks early agreement on VAT collection compromise

By Lucy Kellaway in Brussels

**THE EUROPEAN** Commission yesterday put forward its compromise on how value added tax should be collected once border frontiers have been abolished.

It also warned that the 1992 deadline for removing frontiers would be missed unless member states agreed quickly on the compromise.

The scheme would allow member states to collect VAT until 1996 in the country where the goods are consumed, with goods zero rated for export within the Community, as at present.

The existing system of customs checks would be replaced by a system of fiscal control, designed to cut the administrative burden on companies and provide effective checks against fraud. At the end of the transition period, the system would be altered more fundamentally, with the tax collected at every stage of the production chain, as within a single country.

The transitional arrangements were given a warm welcome by the UK, which had

been arguing for a similar system for several years. Mr Brian Urwin, head of the customs and excise, said that they would involve companies in much less paperwork and would provide a boost to intra-EC trade. They would also provide an effective control against fraud and obviate the need for Community-wide harmonisation of tax rates.

However, France, which had suggested a more cumbersome system of its own, is believed to be unhappy with the Commission's ideas.

While most member states are likely to agree in principle to the first stage of the plan, many are unhappy about making any firm undertaking now to move to a new system after 1996.

The UK argues that there is no need to change the system twice, and that if the transition arrangements work they should be made permanent.

The Commission had originally proposed that the shift to a "country of origin" system should happen at the beginning of 1993, but had to drop

the idea in the face of unanimous opposition from member states.

Under the plans all frontier checks on goods would be scrapped by the end of 1992, and with them would go the cumbersome Single Administrative Document, a 50 question form that exporters have to fill in for every consignment.

In its place most companies would be required to supply monthly information on the total value of their imports and exports within the Community. In addition, large companies would have to complete a monthly form requiring 10 further pieces of information.

"Large" companies would be defined statistically to catch the 15 to 20 per cent of European companies which make up some 80 per cent of Community trade. In order to protect against fraud, member states would be responsible for collecting information relating to their own companies, which they would be required to submit on request to other countries, usually within three months.

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## Religious beliefs in Malaysia focus ethnic tension

Dr Mahathir, the Prime Minister, continues to fan his party's image as a religious and political brother, and, before a national audience, continues to present Islam's moderate face.

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## MARKETS

<b>STERLING</b> New York closing: \$1.8705 London: \$1.8695 (1.86) DM12.7675 (2.77) FF9.30 (9.32) SF2.3625 (2.367) Y20.50 (20.52) £ Index 97.8 (same)	<b>DOLLAR</b> New York closing: DM1.85745 FF16.5685 SF1.4316 Y197.55 £ Index 97.8 (same) DM1.8580 (1.8715) FF16.5725 (5.61) SF1.4330 (1.4445) Y197.55 (198.35) \$ Index 87.7 (88.0) Tokyo close: Y198.05	<b>STOCK INDICES</b> FT-SE 100: 2,182.0 (+19.8) FT Ordinary: 1,710.1 (+13.3) FT-A All-Share: 1,078.59 (+0.6%) New York closing: DJ Ind. Av. 2,738.58 (+11.54) S&P Comp. 340.40 (+2.1) Tokyo: Nikkei 30,870.58 (+14.31)
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## EUROPEAN NEWS

## Brussels sets targets for talks on future of Efta

By David Buchan in Brussels

THE European Commission yesterday set itself goals for forthcoming negotiations with the European Free Trade Association which could break or re-make its negotiating partner.

The proposals must go to EC foreign ministers for approval early next month, before the long-heralded negotiations can begin on the creation of a 19-state European Economic Space (EES) between the 12 EC member states and the six Efta members - Finland, Sweden, Norway, Iceland, Austria and Switzerland - plus Lichtenstein.

The talks could either remould Efta into a supranational organisation or lead to a rash of applications by its members to join the EC.

The trickiest part of the attempt to let goods, services, capital and even, to some extent, labour flow freely around a market of 350m people is for both sides to agree to common rules governing the EES without compromising their sovereignty.

Brussels is proposing that Efta members can, through special joint consultation bodies, help "shape, but not make" Community decisions. Thus the Commission's proposed negotiating mandate states

Britain and Austria yesterday agreed it was unrealistic to pursue Austria's application for membership of the European Community before completion of the single European Market at the end of 1992, writes Robert Mauthner.

In informal talks in London, Mrs Margaret Thatcher, the UK Prime Minister, told Dr Franz Vranitzky, the Austrian Chancellor, that the EC had too much on its plate to envisage an enlargement of the Community.

Dr Vranitzky emphasised, however, that Mrs Thatcher had adopted a fundamentally positive attitude towards Austrian membership. This was confirmed by Mr Francis Maude, British Minister of State for Foreign Affairs, who told Austrian television he would be "surprised" if Austria was not part of a much larger Community by the end of the century.

that every aspect of the Community's decision-making autonomy must be protected, including that of the European Parliament.

Mr Jean-Pierre Cot, leader of the Socialists, the largest group in the parliament, this

week warned that giving Efta a say in EC law-making would undermine democratic control. The Strasbourg parliament would be deterred from amending legislative proposals that had been already agreed with Efta, he complained.

The Commission also says that Efta members will have to give their organisation powers to control trade-distorting state aids and restrictive business practices equivalent to those which Brussels wields over the Twelve, so that "equal competitive conditions" are achieved.

However, some EC diplomats have criticised the Commission for taking too long in setting over-ambitious goals.

One diplomat said: "It is not the Community's job to tell Efta how to fulfil its obligations, nor is it right for the Commission to urge that a mini-Commission be established in Geneva" - where the relatively tiny and powerless Efta secretariat is located.

A third contentious issue in the negotiations concerns Brussels' demand that Efta treat third countries in some areas just as the Community does. Otherwise, the Commission worries, Efta could undermine the reciprocity provisions in EC legislation, particularly on financial services.

## Companies' plans 'affected by E Europe'

By Tim Dickson in Brussels

SEVENTY per cent of top American and European companies have re-thought their business plans in the light of recent events in eastern Europe, according to a survey published yesterday by business advisers KPMG.

Almost one third admit to having "substantially" reworked their strategies. Interest is keenest in the opportunities in East Germany, Hungary and Czechoslovakia - with Poland ahead of the Soviet Union - but companies generally do not expect an early contribution to their bottom line.

The conclusions are based on telephone interviews with the chief executives of 50 US companies and 58 European companies conducted during March and April after the elections in East Germany.

Around a fifth of the respondents on both sides of the Atlantic were financial institutions.

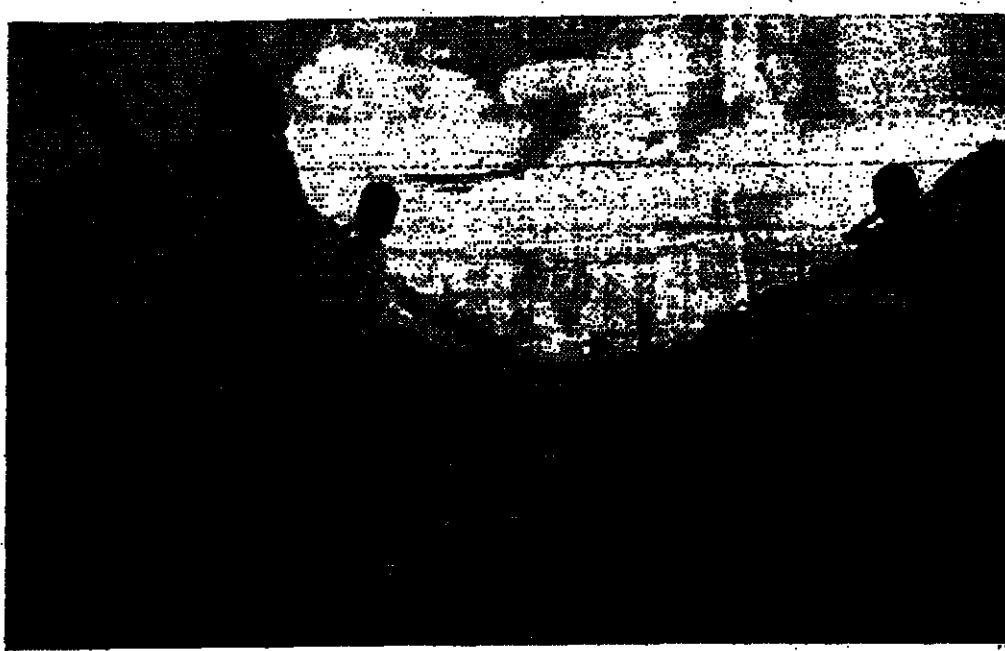
Differences of view are expressed on the impact on the single European market, with around one half of the American companies suggesting that integration will be speeded up by changes in the east and nearly one third of European businesses seeing a slowdown.

Mr Scott Cornsack, head of the Brussels-based European Business Centre of KPMG, said: "Major companies in the US are more interested in eastern Europe than in non-EC west European countries."

"Only 12 per cent of US and 19 per cent of top European companies said they planned to extend trade in countries such as Switzerland, Austria, Sweden, Norway and Finland."

On the profit potential from the East, around half the US companies said they expected expansion in eastern Europe to add only \$10m (\$5m) to their total business over the next three years.

European companies, on the other hand, were more optimistic, with 26 per cent forecasting contributions of \$25m and over (against just 10 per cent from the US sample).



Troops and armoured vehicles from the Soviet garrison in Vilnius, the Lithuanian capital, line up in preparation for the traditional Victory Day military parade today. A senior Soviet officer in Lithuania said the army might have to intervene if tension increased in the breakaway Baltic republic and he called on President Mikhail Gorbachev to take over its running from the Kremlin. In London, Mrs Kasimiera Prunskiene, the Lithuanian Prime Minister, appealed to Britain to support her republic in its independence struggle. In the sister republic of Estonia, the parliament yesterday voted overwhelmingly on a name change to Republic of Estonia from the Estonian Soviet Socialist Republic. Deputies also agreed to restore the pre-war coat of arms at the expense of the hammer and sickle.

## US seeks to block progress on emissions

THE US is claiming the support of Britain, Canada and the Soviet Union in an attempt to block an international agreement to stabilise emissions of carbon dioxide, the main greenhouse gas, by the year 2000, writes John Hunt.

This was disclosed last night in a leaked telex sent by the Bush Administration to the US embassy in London setting out the American position at the environment conference which opened in Bergen, Norway, yesterday.

Mr Andrew Dilworth, of Friends of the Earth, the environmental organisation which obtained a copy of the message, said it exposed the "pathetically weak" international position of Mr Chris Patten, the British Environment Secretary. "The US is looking to sell our European partners short," said Mr Dilworth.

The Department of the Environment in London said: "It is nonsense to suggest any collusion between the UK and the US to confound any of the objectives of Bergen."

Green loan fund, Page 6

## West German exports at record level in March

By David Goodhart in Bonn

WEST GERMAN exports reached a record monthly high in March, producing little sign of the reduction in the trade surplus expected this year, even though imports were at their second highest monthly level ever.

The total value of exports in March was DM60.95bn (\$22bn), slightly higher than the previous record in June last year, while imports reached DM47.55bn.

Compared with March 1989, the value of exports rose by 11 per cent and imports by 12 per cent. But the trade surplus rose to DM13.4bn this March from DM12.8bn last March.

The surplus for the first quarter has risen to DM36.9bn from DM36bn.

The latest manufacturing order estimates - showing a 3 per cent rise from February to March - suggests that export-driven growth is not fading. Foreign orders rose 10.5 per cent but domestic orders were only 1.5 per cent higher.

West German print workers have settled for an hours and

pay package similar to that agreed at the end of last week for the 4m workers in the metal and electronics industries. Weekly hours will be cut from 37 to 35 in one step in April 1990, a few months before the metal industry. Print workers have also won a 6.8 per cent annual pay rise.

But industrial action which accompanied negotiations in the metal and print industries has not completely subsided; postal workers are stepping up warning strikes in pursuit of longer breaks in one of the first big tests of the new postal management since the changes accompanying the reform of the Bundespost last year.

East Germany is expected to adopt the West German tax system on January 1 1991, according to Mr Martin Massen, the tax expert in the East German Finance Ministry. Some taxes, such as value-added tax and other consumer taxes, will come in sooner, with the economic and currency union expected in July.

## Marshall aid money to help E Germany

By David Buchan in Brussels

THE EUROPEAN Commission yesterday approved West Germany's decision to use money piling up under the old post-war Marshall Plan aid to spur investment in East Germany, provided the interest rate subsidy scheme is open to all European Community companies, not just German ones.

Money available from the fund, used mainly to bolster investment in West Berlin latterly, will total DM6bn (\$2.15bn) over the next four years.

The aid takes the form of 15-year loans with interest rates of two percentage points below market levels and a five-year grace period on repayment.

It is designed to respond to pressing East German needs in starting up new businesses, cleaning up the environment, modernising industrial plant, and helping new tourist ventures.

Non-German companies can apply for the subsidised loans, but must do so through banks in West Germany, including the branches of foreign banks there.

In response to fears by Bonn's EC partners that West Germany is stealing a march on them in the East German market, the Commission has agreed for the West German Marshall aid to be opened to anyone ready to invest in East Germany.

East Germany and Bulgaria yesterday signed 10-year trade and co-operation agreements with the European Community, phasing out quotas on their exports to the EC by the end of 1995.

The EC-East German accord will only last, in fact, until East Germany joins West Germany, and therefore the EC, probably sometime next year.

But Mr Gerhard Pohl, the East German Economics Minister, said his country would use the consultation procedures in yesterday's accord to ensure that Brussels was fully briefed on the current negotiations on union between the two Germanys.

## Turkey accused of torture

TORTURE and other human rights abuses continue unabated in Turkey six months after the Government proposed new safeguards, according to Amnesty International.

"In early 1990, thousands of people remained imprisoned for political reasons, including hundreds of prisoners of conscience convicted for their non-violent political or religious activities," the human rights organisation said. "Among them are members of political organisations, trade unions and Kurdish groups as well as journalists and religious activists. The use of torture continues to be widespread and systematic, in some cases resulting in death."

Turkey ratified the UN Convention against Torture in 1988.

## Albania signals further move to end isolation

By Judy Dempsey

ALBANIA yesterday edged further away from isolation when Mr Adil Carani, the Prime Minister, said his country would join the Conference on Security and Co-operation in Europe (CSCE).

In a speech reported by the official news agency, he said "our concern and commitment in the cause of peace, security and fruitful co-operation among the European states remains permanent... [from this] stems our desire to join the process of European co-operation and security and render our possible contribution to its progress."

Albania was the only European country to remain outside the 35-member CSCE, formal-

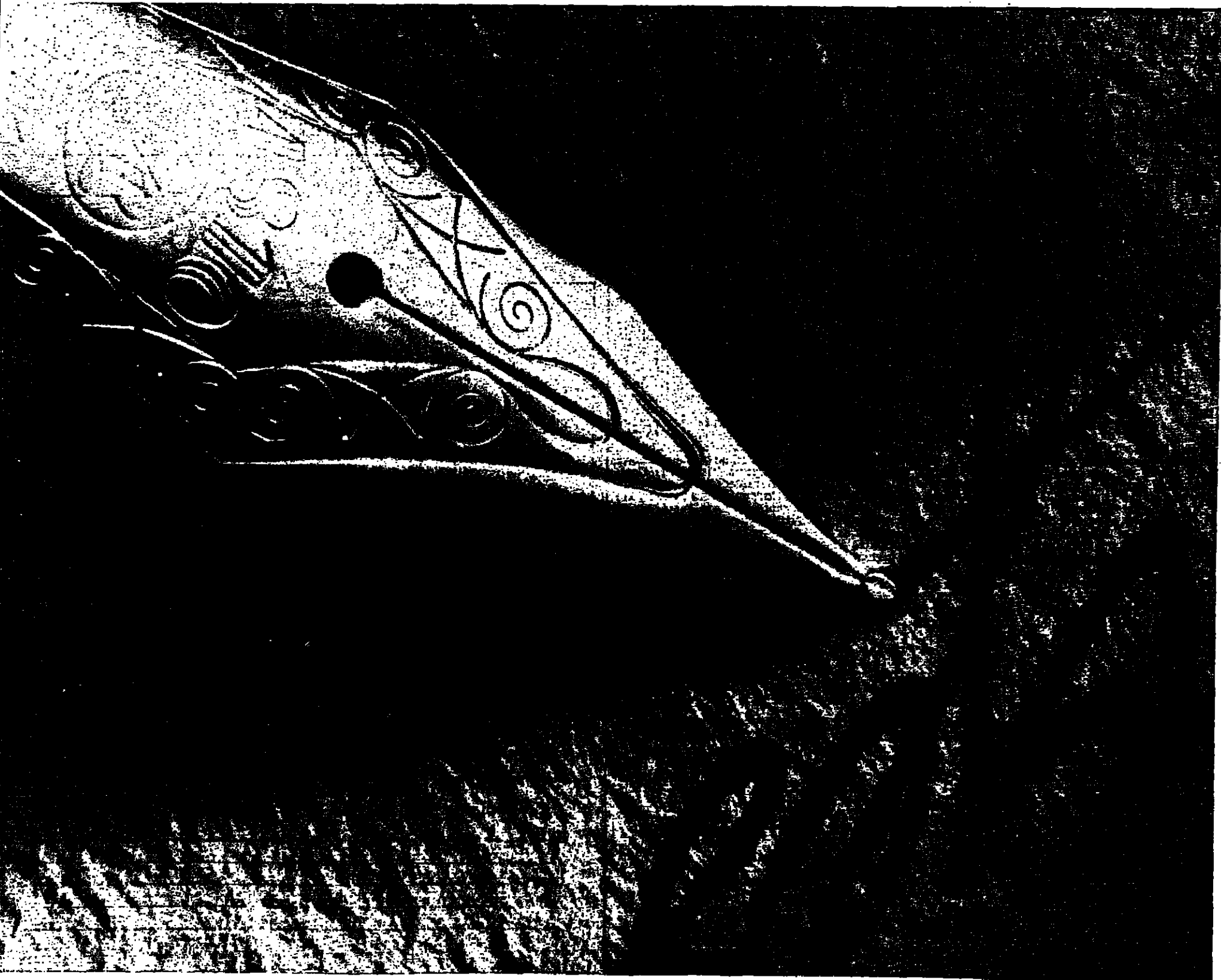
ised in 1975 after European nations, together with the US, Canada and the Soviet Union, signed the Helsinki Final Act.

The act provided a framework for strengthening security and co-operation in Europe through improving human rights and economic contacts between east and west.

Mr Carani's announcement comes just three weeks after Mr Ramiz Alia, head of the ruling Communist Albanian Labour Party, said Tirana hoped to re-establish relations with Washington and Moscow.

This is expected to be discussed with Mr Javier Pérez de Cuellar, the UN Secretary General, who arrives in Tirana on Friday.

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## EUROPEAN NEWS

## Market winds blow through once walled-in industry

East Germans await shake-up that will come when economic union is forged, writes Andrew Fisher

WITH German currency and economic union set for July 2, the change in East Germany from communist rigidity to free market will be bewilderingly swift. As factories are modernised or closed, jobs will go - estimates range upwards of 1.5m - and others will spring up as new businesses develop. Nobody knows how East Germany will make the switch, even with West German help.

A quick tour round an East German plant shows why much of industry is desperate to link up with the West. In Eisenach, the ageing Wartburg car factory in the middle of the town looks light years away from the efficient plants in West Germany.

Opel, owned by General Motors of the US, has agreed an outline deal with Eisenach under which more than 150,000 Opel cars a year will be produced by 500 people. At the moment the East German plant makes 75,000 cars with 9,200 people.

"We have been mentally and physically walled in," says Mr Siegfried Schiller, deputy director of the Manfred von Ardenne scientific research institute in Dresden. Taking an extreme view, he reckons 75 per cent of the *kombinate*, the industrial groups, will not survive and that unemployment

could exceed 4m.

Others are less pessimistic. Mr Andreas Mankusch, deputy head of the Dresden regional council, expects unemployment to be no more than 1m, insisting that economic rebuilding should provide work for all. "Not everyone can keep their present job, but they will be able to have a job. There will be a huge structural shift."

The probable extent of this shift to the free market can be seen in Eisenach, where much work is still done by hand. Not Opel, VW, nor Mercedes-Benz, co-operating with IFA on trucks, will be able to employ all the workers in the various plants when their agreements take effect.

The West Germans intend to help develop supply industries;

IFA, like other *kombinate*, now makes most of its own parts. At Eisenach, many lost assembly jobs can be recreated when the plant's machinery and parts sections become part of a normal supply industry. The 650 workers from Cuba and Mozambique will return home. But that will still leave a big local unemployment problem, and the change for those who keep their jobs will be enormous.

Eisenach has a taste of the future with a modern plant to produce cylinder heads for engines made by IFA on equipment from VW. Located outside the cramped town centre, the site has plenty of room for expansion. It is here that a new plant for the Opel cars is envisaged in 1993.

East Berlin's state planners, headed by Mr Günter Mittag, held the car industry back. Providing for the consumer was a low priority. As Mr Mankusch points out, there was an exaggerated emphasis on sectors such as electronics, precision engineering, and energy.

The threadbare economy these policies created is all too apparent. While the car is one of West Germany's most successful products, the lowly Trabant is the most common vehicle on East German roads. Like the more solid Wartburg, it is rapidly being displaced by second-hand western models. Under Mr Mittag's unyielding hand, the *kombinate* were forced into a degree of austerity which has left them ossified

and vulnerable. Since 1972, they have absorbed most small businesses.

In the Dresden region, says Mr Mankusch, there were 2,445 independent companies in 1980, nearly half in private ownership. Now there are less than 450. The others were shoe-horned into the *kombinate*. But there were no efficiency gains; the change was organisational. Until 1972, these companies made up East Germany's version of the Mittelstand, the small businesses that form the backbone of industry in West Germany. Today, many former owners of these nationalised companies want them back. Budding East German entrepreneurs clamour for information about running businesses.

Overcoming the years of hardline planning will be grueling. Because the East German economy was cut off from the West, companies often had to duplicate development work done elsewhere.

For instance, says Mr Hans Fischer, head of Robotron Messtechnik which makes measuring equipment, "we had to develop certain microprocessors ourselves. We couldn't buy them."

At the opening of a DM200m (172m) printed circuit board plant, Mr Fischer said his company, part of the big Robotron electronics *kombinat*, would be better off alone. Like the rest of the group, his unit wants western partners and has one co-operation deal with Philips of the Netherlands. He admits the plant, near Dresden, would never be built today. The idea was to save on imports. But the free market will expose it to the heat of competition.

For the first year, the plant will supply local and Comecon needs. But then it will compete with Asian and other producers. Mr Fischer knows his company has too many workers by western standards. It employs 4,000, but after currency union, he reckons it will have to cut back as costs rise. Many employees will find work with new supply companies. But that will still leave about 1,000 out of work.

## Censure motion threat to French Government

By William Dawkins in Paris

A BELEAGUERED French Socialist Government today faces the most serious threat from a censure motion in the two years since it came to power, although it is expected to avoid defeat narrowly.

The motion, tabled by the three centre-right opposition parties, will be considered today by the other main opposition force, the Communist Party, which is as yet undecided. The combined forces of non-Socialists would unseat the minority Government. The Communists bailed out the Socialists in three previous censure debates, but their loyalty is less certain this time.

In another expression of the declining popularity of President François Mitterrand and his policies, post and telecommunications workers are planning a strike and demonstrations in central Paris today. They are protesting against the separation of post and telephone services.

ers' interests. He is also blamed for failing to heal personality rifts within his own party.

The censure motion, to be debated in parliament today and tomorrow, brings to a head a murky 18-month controversy about underhand methods used by most political parties to raise election funds.

Earlier this year, the Government tried to make a fresh start, with a tough new law on party funding. Tacked on was an amnesty for earlier offences, but specifically excluding politicians and those who had personally gained from corruption. What has enraged the opposition is that the amnesty has in practice been precisely the opposite effect - that of clearing politicians and condemning party supporters.

Only last month, a court unwillingly declared that a minister in a former Socialist Government, Mr Christian Nucci, charged with financial corruption, had no case to answer. Later, another court found against nine consultants and company directors charged with using dishonest methods to raise party funds.

## WESTERN CHEMICAL COMPANIES TREAD CAUTIOUS PATH OVER INVESTMENT IN EAST

WEST GERMAN chemical companies are taking a cautious line about investing in East Germany because of the country's environmental and economic problems, according to Mr Hermann Strenger, chairman of Bayer, one of the three leading German chemical groups, writes David Marsh in Leverkusen.

Delivering a sobering picture of the East German chemicals sector, he said the worst-off part of East German chemicals, depending on lignite as a feedstock, would have to be shut or heavily restructured. This part of the industry - accounting for roughly 30 per cent of the country's chem-

icals - was condemned by unfavourable sites, outdated technology, and safety and environmental problems.

He said, however, that other areas of East German chemicals - above all petrochemicals, accounting for about 40 per cent - often had modern plant and equipment and could become competitive on western markets.

Mr Strenger is also president of the West German Chemicals Association.

He made clear that, even after unification, Bayer was looking at East Germany above all as a market for products and technology rather than as a potential

source of production. "This reluctance (to invest) does not apply only to Bayer. It applies to the whole of the German chemicals industry," he said. However, Bayer was building up its sales and counselling network in East Germany and discussing co-operation with companies in areas like pharmaceuticals, information technology and insecticides.

Mr Strenger underlined that "large scale investment" was needed in East Germany to clean up contaminated industrial sites. Putting up the sums of money for this challenge was the task of government, not of private companies.

## New proposal over status of Airbus

By Paul Betts, Aerospace Correspondent

BRITAIN AND West Germany are studying new proposals to transform Airbus Industrie, the four-nation European aircraft manufacturing consortium, into a public limited company.

Professor Roland Smith, chairman of British Aerospace, and Mr Edzard Reuter, the head of Daimler-Benz, the West German parent of Messerschmitt-Bölkow-Blohm (MBB), are understood to have commissioned a report on changing Airbus Industrie's special legal status.

The plan would be to transform the consortium from a French *Groupement d'intérêt économique* (GIE), a form of partnership without the same accounts disclosure obligations of normal companies, into a British PLC or its French or West German equivalent.

BAA and Daimler, the two private sector partners in Airbus, have both argued in favour of accelerating the process of turning Airbus into a more transparent and commercially oriented enterprise. But Aerospace, the French state-controlled partner, has been cool to the idea. It appears worried that its leading position in Airbus may be undermined.

The four Airbus partners are Aerospatiale and MBB with

37.9 per cent each, BAA with 20 per cent, and Casa of Spain with 4.2 per cent.

A report last year recommended changes in the Airbus structure to make it more transparent and streamline its management.

Mr Hans Friderichs, the chairman of the Airbus supervisory board, has also recently come out in favour of a change of status. "In view of its large production volumes, Airbus needs more transparent accounting procedures and a shorter decision-making circuit," he said.

He suggested that Airbus be transformed into a holding company based either in France or West Germany or embracing some broader European status. Each member should set up a separate subsidiary to bring together all its Airbus activities. (BAA and Daimler have already done this.) These would then be linked to the new holding company.

Apart from likely French opposition, the change of status is expected to face problems. These include the need to capitalise the new PLC and allocate assets which currently constitute the bulk of each partner's commercial aircraft operations.

## Regional party alters the face of Italian politics

By John Wyles in Rome

ITALIAN politicians were yesterday struggling to adjust to the arrival of a new right-of-centre political force. The Lega Lombarda, which votes from all the established political parties at last weekend's local elections to become the second largest party in its native region of Lombardy.

Analysts are convinced the Lega is more than a passing phenomenon and that it could go on to realise its ambitions to build a new popular movement throughout the north and centre of the country in alliance with other regionally-based leagues.

More a movement than a carefully organised political party, the Lega captured 19 per cent of the vote in Lombardy and around 18 per cent in Milan, having given a strong warning of its steady mobilisation when it polled 8.1 per cent in last year's European Parliament election. It also polled 5.6 per cent in the Piemonte and the Veneto, whose separate local leagues also advanced to 5.6 per cent shares of the vote.

At a practical political level, the advance of the Lega Lombarda will greatly complicate

the formation of local administrations at regional, provincial and communal levels in one of Italy's richest and most populous regions. In many cases, the main national governing parties, the Christian Democrats, Socialists, Social Democrats, Republicans and Liberals will be forced to turn either to the Greens or Communists, or both, to form majorities.

Many national leaders were reluctantly accepting yesterday that the onward march of the local leagues reflects a gathering protest against the established governing parties in the absence of any credible alternative to their regime. The near collapse in the Communist Party's support from 30 per cent five years ago to 24 per cent makes it a distant prospect as an alternative government.

While the Lega Lombarda's policies lack clear definition, they favour a more federal system of government, arguing that Rome is dominated by southern politicians who waste the region's wealth on grandiose and corrupt schemes for developing the Mezzogiorno. The racist overtones to its anti-southern strategy are supplemented by calls for the repatriation of Third World immigrants without established jobs.

Among the governing parties, only the Socialists increased their vote compared to the same elections five years ago. This should help guarantee that the present Government, led by Christian Democrat Mr Giulio Andreotti, will stay in power until the first part of next year when an early general election is likely.

The commune of Palermo provided one of the most spectacular results where the DC increased its share from 40 to 48 per cent. This is seen as a personal success for the mayor, Mr Leoluca Orlando, despite the fact that his campaign against the mafia has seriously divided his local party.

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## OVERSEAS NEWS

## Labor plans economic reform for Australia

By Kevin Brown in Sydney

AUSTRALIA'S re-elected Labor Government yesterday set out an ambitious programme of economic reforms combined with tight spending controls for its fourth three-year term.

Details of the programme were outlined to the first parliamentary sitting since the March election by Mr Bill Hayden, the Governor-General, in a speech written by Mr Bob Hawke, the Prime Minister. Under Australia's constitution, Mr Hayden represents Queen Elizabeth, the head of state, when she is not in Australia.

Labor won 78 seats in the 148-member House of Representatives, an overall majority of eight, in spite of winning fewer votes than the conservative Liberal/National party coalition. The Liberals have 55 seats and the National Party 14. There is one independent.

Mr Hayden said the Government's priority was to maintain "the urgent and sweeping task of national reform" required to create a stronger economy and fairer society.

The Government plans a broad menu of structural reforms, including further reductions in trade protection, deregulation of domestic aviation, increased competition in telecommunications, a shake-up of land transport regulations, and labour market reform, especially among Australia's notorious waterfront workers.

Trade with New Zealand across the Tasman Sea will be a high priority. A merger of the Australian and New Zealand aviation markets is to be considered, and the Government wants to emulate cost cutting already achieved by New Zealand in shipping.

The reform programme is expected to get under way with the release today of a report recommending big changes in rail transport. Further reports on telecommunications and broadcasting are expected shortly.

The reform programme is widely regarded as overdue, and has broad support because of Australia's worsening economic problems. However, there are doubts about the Government's ability to overcome opposition among trade unions and to achieve agreements with some state governments.

Mr Hayden said the Government would maintain its tight fiscal stance and firm monetary policy, and expected significant reductions in the rate of inflation and the deficit on the current account of the balance of payments. He gave no timetable for the improvement.

The Government is likely to face an early challenge when it meets state premiers shortly to set spending and borrowing targets for the coming financial year, which starts in July. Mr Hayden said the six states and territories would be asked to accept cuts in spending and borrowing. The federal budget is already in surplus.

## NZ 'blackmailed' by France

France "blackmailed" New Zealand into agreeing that two French spies convicted of the Rainbow Warrior bombing should serve their sentence on the French Pacific military base on Hao atoll, Mr David Lange, former New Zealand Prime Minister, said yesterday. Dai Hayward reports from Wellington.

The French threatened to wreck New Zealand's farming industry, said Mr Lange. It would force EC restrictions on NZ's butter and lamb trade. The threats came "from the highest level".

## Korea's moon villagers suffer while real estate prices soar

Rising demand and land speculation have made the housing shortage the number one problem, reports John Ridding.

THE reality of Seoul's Daldongnae, or moon villages, belies their romantic name.

So called because of their location on hills, the first places struck by moonlight, but also the last to receive utilities and water supplies, they provide housing for the poorest section of the urban population. Families live in a couple of rooms, usually less than 15 square metres each, and pay "key money" or a fixed deposit of Won 10m (\$8,630) even for this.

A symptom of the massive urban migration which has swelled Seoul's population to more than 8m, the Daldongnae also demonstrate the nationwide and increasingly serious problem of South Korea's housing shortage and rising living costs.

"It is our number one problem," admits a senior official at the economic planning board. It is a focus for social discontent, fuels resentment about widening gaps in asset distribution, and exacerbates resentment from the have-nots. Trade unions describe it as one of the principal concerns facing their members, while the surge in real estate speculation and rental costs has fed the rising rate of inflation.

President Roh Tae Woo has also expressed concern. In an address to the nation this week, he said "rising housing prices have dashed the hopes of many citizens to own their own homes. Low-income families in particular have been greatly hurt by soaring rents."

THE South Korean Government yesterday announced its strongest measures yet to curb real estate speculation, ordering 49 leading business groups to sell surplus land by the end of the year, writes John Ridding.

The measures, which were announced by Mr Lee Seung Yum, the Minister for Economic Planning, also prevent conglomerates from buying new land. Businesses which fail to comply will be subject to fines and barred from obtaining new credit.

Real estate speculation has become one of South Korea's most pressing social and economic problems.

According to Mr Lee Kyu Hwang, director general of the Land Bureau at the Ministry of Construction, there are 1.2m people on the waiting list for small public apartments and 790,000 more awaiting private apartments. The Korea Development Institute estimates that the housing supply ratio, the total housing stock divided by the number of households, has declined from 78.2 per cent in 1970 to about 70 per cent last year. In Taiwan, the comparable figure is about 90 per cent, while in the US and Europe the ratio is generally over 100 per cent.

The crisis has arisen out of a combination of increased demand and limited supply of land and housing. In addition to the underlying shortage of land resulting from

the Seoul stock exchange, which has rebounded strongly from its near collapse at the end of last year, gained 4.96 points yesterday to close at 796.54. Analysts said the fairly measured gains reflected the fact that yesterday's announcement had been widely forecast and had already improved market sentiment.

The amount of land which companies will be forced to sell is considerable. According to Yonhap, the official news agency, the 30 largest conglomerates own real estate worth at least \$180m (\$10.77bn). However, it is not known how much is held for non-business purposes.

Korea's mountainous geography, housing supply has been limited by regulations restricting the use of land and the price of new buildings. Strict ceilings have been placed on the price of new dwellings, reducing the incentives for builders, while taxation of idle land has been minimal.

Public supply of housing has also been limited. "In the 1970s and 1980s the Government put every effort into developing exports and the economy," says Mr Kim Kwanyoung of the Korea Development Institute. "As a result, housing was under-invested."

This has coincided with a sharp increase in demand. South Korea's rapid urbanisation, a result of its equally rapid industrialisation, has prompted massive migration to

the cities. More than a quarter of the population lives in either Seoul or Pusan, with the other big cities accounting for most of the balance.

Other factors include the trend towards nuclear family units and increased corporate demand for land as industry seeks to expand into new facilities.

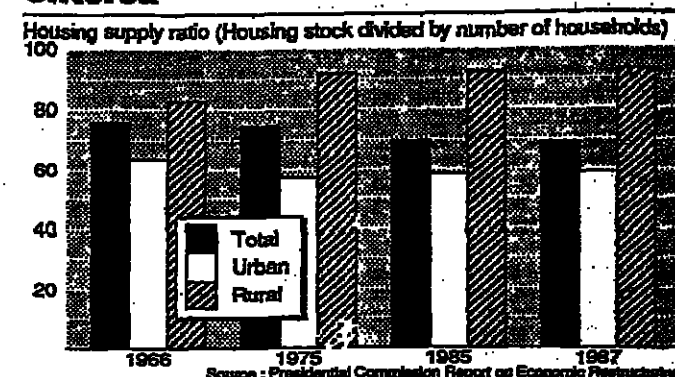
But both supply constraints and increases in demand have been exacerbated by rampant real estate speculation. Big business groups, seeking higher returns than the stock market and manufacturing investment can offer, have been particularly active.

According to government figures published last month, the 30 chaebols, the large business groups which dominate the economy, purchased land valued at between Won 3.8 and 5.8 trillion (million million) last year. Hyundai Group, one of the largest conglomerates, is estimated to own real estate worth Won 1.9 trillion.

The immediate effect of the limited supply, increased demand and speculation has been to prompt sharp rises in land and rental prices. According to the KDI, the first quarter of this year saw a 22 per cent increase in the average amount of deposits necessary for renting an apartment. In 1989, the average price of land in Seoul rose by over 30 per cent.

More fundamentally, however, the land and rental price rises have increased disparities in wealth and the gap between

## S. Korea



Source: Presidential Commission Report on Economic Restructuring

property owners and lessees. "The rich are getting richer and the poor are getting poorer," complains a Daldongnae resident.

Given the egalitarian nature of Korean society and the general unpopularity of the big business groups, such sentiments provide a source of social tensions.

The Government is responding in several ways. "This year we expect to build 450,000 houses - 200,000 of them public," says Mr Lee Kyu Hwang. "Our target for 1992 is 2m new homes, most of them under 25.5 pyong (one pyong is 3.3 square metres) so that ordinary workers can afford them."

Housing finance is also being improved. Funds made available for purchases and construction rose from Won 760bn in 1987 to Won 2.68 trillion last year. Private construction, too, is being encouraged. Restrictions on land use are being eased and the limits on new house prices are being removed. At the same time, the Government is addressing the more difficult problem of curbing speculation. Legislation this year introduced a radical new concept of public land ownership. Land holdings are limited to 500 square metres in central Seoul, and if this limit is exceeded the surplus land must be sold or a surcharge incurred. Still more ambitious are plans to introduce capital gains taxes on land holdings, rather than just land transactions. This year, the 34m units of non-government land will be assessed for their value. On September 1, after an appeal period of a month, these values will be announced, providing a base for a tax on the land's increase in capital value. "No other country has tried such a scheme," says Mr Lee.

A more direct approach, announced in recent weeks, is to force the chaebols to sell surplus real estate holdings by the end of the year. The Government has said that if a chaebol is found it will buy the land itself at acquisition cost.

Despite this array of measures, however, many still doubt that the problem will be resolved. "We have enough tools," says a research analyst at the Korea Research Institute for Human Settlements, "but the tools are worthless without political will."

Part of the problem, he believes, is that those who will suffer under the proposed changes are influential in the decision-making and enforcement process. In addition, the previous attempts to resolve the problem have come by 1986, raising doubts about the Government's credibility. "The chaebol are a very powerful lobby and are adept at finding loopholes."

But others are less pessimistic. "Previous attempts have certainly failed," says one analyst, "but the Government does now seem to realise that the time for talk is over." President Roh's direct intervention is seen as evidence of a new-found government commitment.

Clearly, the problem cannot be quickly solved. All of the measures, from capital gains taxation to forced land sales, will take months and even years to implement. In the meantime, the tensions arising from speculation and rising house prices are unlikely to diminish.

## Economic blockade for Bougainville

By Kevin Brown

THE Government of Papua New Guinea (PNG) yesterday announced an economic blockade of the island of Bougainville after talks with local pro-independence rebels collapsed.

Mr Ted Diro, the deputy Prime Minister, said only shipping and airline services carrying essential medical supplies and fuel for the island's hospital would be allowed. The banking and telecommunications systems have been ordered to close.

The announcement followed a statement from Kiet, the Catholic Commission for Justice and Peace, which accused the PNG Government of "a hidden agenda to destroy the peoples of Bougainville".

Mr Diro said a five-hour cabinet meeting had agreed to call on the PNG defence forces to enforce the blockade. He said there was no intention to land on the island, but the Government was anxious to have police there as soon as possible.

Mr Diro said the Government was ready to reopen "meaningful" talks. However, the Government will not discuss the rebels' main demand for secession from PNG.

In Canberra, the Australian Government announced that Mr Bob Hawke, the Prime Minister, will visit PNG next month. Australia also announced an additional \$20m (\$20.0m) in aid to PNG to help replace lost income from the copper mine on Bougainville, closed by the rebels in May.

The announcement of Mr Hawke's visit followed rising tensions between Australia and PNG over criticism of the PNG Government by Senator Gareth Evans, Australia's Foreign Minister.

Foreign Minister Somare, PNG Foreign Minister, said in response that he was "very concerned" about Australian comments made "without the benefit of details".



Twenty-one army rebels cheered defiantly when they went on trial yesterday in the first court martial of officers linked to December's bloody military attempt to overthrow Philippine President Corason Aquino, Reuters reports from Manila. They included Navy Capt Danilo Pizarro (right), Brig Gen Jose Comendador and Brig Gen Marcelo Blando (right).

Defence lawyers immediately blocked

the arraignment of the two generals and other officers by challenging the authority of the seven-member military court to try the group on mutiny and murder charges.

When the military prosecutor suggested postponing the trial until legal issues raised by the defence were resolved, several defendants shouted "Yes!" and broke into applause.

A defence lawyer, Mr Oliver Lozano, walked out in protest at the exclusion of journalists and the defendants' relatives from the heavily-guarded courtroom. The 21 defendants were the first officers to be tried in connection with the sixth and most serious army coup attempt against Mr Aquino, in which 118 people died and 900 were wounded. Hundreds of other soldiers are being investigated.

## Banks agree \$430m Philippines loans

THE Philippines expects the release of about \$430m (\$207m) in new loans from foreign commercial banks around the middle of this month, Greg Hutchinson writes from Manila.

The amount drawn will represent the first tranche of the \$744m in bonds which Manila is to issue to about 30 creditor banks. The country's total debt stands at \$28.5bn.

The bonds issue results from the most recently debt reduction agreement with foreign banks. Under the deal, the Philippines Government also repurchased \$1.3bn of the country's debt from commercial banks at a 50 per cent discount.

## S African labour relations deal

By Philip Gawith in Johannesburg

LABOUR accords signed on Monday between the employers' federation, Sacolco, and union groups Cosatu and Nactu will go a long way towards improving the industrial relations climate caused by the divisive 1988 Labour Relations Amendment Act.

The agreement on amendments to the act took more than two years to negotiate. It will be forwarded to Mr Eli Louw, Minister of Manpower, "in the hope that it will be possible to debate and process the proposed changes during the 1990 session of parliament, a joint statement issued yesterday by the three parties said.

The act provoked a massive campaign of resistance from unions - in the process forging an unprecedented degree of unity between rivals Cosatu and Nactu. About 3m workers stayed away from work in protest against the amendments.

Although initially supported by employers, it became evident that industrial harmony was not possible so long as the amendments remained on the statute book. Changes in the agreements include removing the industrial court's right to forbid legal strikes and lockouts and

a reversion to the pre-September 1988 definition of unfair labour practice. It also contains a set of basic worker rights, including the right to bargain collectively and the right to strike.

Commenting on the agreement, Mr Nasse Stenkamp, corporate affairs director at Gencor, said: "It has gone a long way towards legitimising our labour law, in which the people most affected previously had no say. I don't think we will again see labour law being made without the full involvement of employers and unions."

## Threat of political price for S African privatisation

Dilution of a principle is seen as worth promise of progress on negotiation front, writes Philip Gawith

THE historic political developments that have taken place in South Africa in the past few months have made a more than usually contentious issue of privatisation programme born of economic necessity.

The African National Congress and other organisations on the left are implacably opposed to a policy they believe will frustrate their plans for a redistribution of wealth under a non-racial government. Much of privatisation will have to be "reversed", they say.

With the government and the ANC having just completed a first round of talks, the programme is vulnerable. One side does not like it. The other is unlikely to let it impede progress in negotiations.

Many supporters of privatisation would probably agree with Mr Harry Schwartz, Democratic Party finance spokesman, who said recently: "It is necessary... not to use existing political power to impose economic objectives which are the subject of dispute, if we



UNBUNDLING THE STATE

hope that in the future political power will not be used to reverse the process."

Dilution of economic principle is seen as a price worth paying for enhanced progress on the political front. Already the Government has shown itself sensitive to the political environment by stating that Riba (R220m) of future privatisation proceeds will be put towards social upliftment projects.

Slowing of the privatisation programme would anyway

be more symbolic than real since there are few short-term candidates for sale. Even in the long term, there are not many - the country has never had a large nationalisation programme that needs unravelling.

When President F W Botha announced the programme in February 1988, he named only five big candidates: the Electricity Supply Commission (Escom); the Iron and Steel Corporation (Iscor); South African Transport Services (then Sats, now Transnet); the Phosphate Development Corporation (Foskor); and Posts and Telecommunications. In 1989 they had cumulative book assets of R73bn.

The list could be lengthened considerably. One estimate, probably optimistic, is that there are government bodies worth R250bn which could be privatised.

So far there have been two big public flotations. Sasol, the oil from coal company, was privatised in 1979. At the time it was the biggest listing the Johannesburg Stock Exchange

had seen, with Sasol gaining 26,000 shareholders.

But a privatisation policy to speak of emerged only with the tabling of the White Paper in 1987. This represented one of the Government's first responses to the fact that the country was in serious economic difficulty and required drastic change.

The 1985 debt crisis, when foreign banks refused to roll over the country's debt, was pivotal. Until then the country relied on 20 per cent of capital for fixed investment coming from abroad.

Two other figures highlight adverse economic trends which had to be reversed. First, in the period 1970-85, 63.7 per cent of all net fixed investment in the economy came from government. Second, post-1973, the fixed investment required to produce R1 of gross domestic product was twice that of the period 1946-72.

Privatisation was only one part of a much wider strategy of economic reforms embracing greater fiscal and monetary stringency, tax reform, less

intervention by way of protection and subsidy, real interest rates and deregulation.

One key decision in the Government's programme was the realisation that it had to privatise the process itself, and a Privatisation Unit was formed.

Under the policy was that of Iscor in November 1989. It raised R3.7bn, 1.85m shares at R2 each. It was 4.16 times oversubscribed and saw 150,000 investors coming to the market, an increase of 50 per cent in the number of private investors active in the market, according to Mr Tony Norton, JSE chairman.

The listing was widely acclaimed, particularly in terms of the quality of information made available to the public and the pricing of the offer. Shares traded at first at a 10 per cent premium and the high volume of trading meant that price was established on a true volume market. After reaching a high of R2.85 on January 9, the share has since slumped back to its issue price, largely because a depressed world

steel market means earnings forecasts in the prospectus are unlikely to be met.

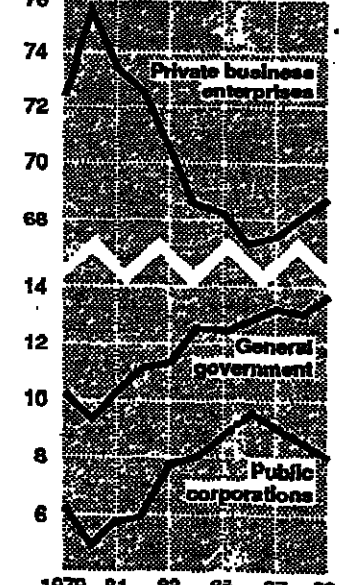
Iscor's share price, the flat state of the JSE and the dampening effect of ANC threats of renationalisation all mitigate against another listing in the short term. Foskor will probably be next up, but Transnet, Escom and Posts and Telecommunications are more distant prospects.

Transnet recently took a big step towards privatisation by dividing itself into five separate business units and changing its status from a state corporation to a private company. But it will be some time yet before any division has built up a sufficient business record to justify a listing.

Escom has been run on commercial lines for some years now, but worries about lack of competition have put its sale on the backburner. However, as Mr Norton, puts it: "Privatisation is the crowning of the commercialisation process. You can defer the coronation so long as you get on with the commercialisation."

## South Africa

Contribution to GDP (%)



Source: Central Statistical Service

Given the political sensitivities of the moment, the Government is likely to agree.

Previous articles in this series appeared on these pages on February 28, March 6, 13, 20, 27, April 4, 11, 18, 25 and May 1

Given the political sensitivities of the moment, the Government is likely to agree.

## Iraq boasts of nuclear arms trigger

By Our Foreign Staff

PRESIDENT Saddam Hussein said yesterday that Iraq had obtained a sample of an American electronic capacitor - which the US says could be used as a trigger for nuclear weapons - and was now making its own copies.

In March, Britain and the US said they had seized 40 of the devices at London's Heathrow airport, foiling a plot to smuggle them to Iraq.

"Only five days after the US announced the seizure of the so-called nuclear triggers, our fighters at the [Ministry of Industry and] Military Industrialisation succeeded in producing capacitors similar to those so-called triggers," President Saddam told Iraq political leaders.

The president displayed two of the Iraqi-made devices and what he said was an American sample.

"Can this detonate a nuclear bomb?" he asked. "I haven't seen a nuclear bomb," but this is one of the questions they talked about they did not capture all of them."

Five people and two British companies were accused in the US in late March of conspiring to smuggle top secret nuclear weapons to Iraq from the US.

The indictment was passed down after a 18-month "sting" operation. Iraq denied it was making nuclear weapons and said it wanted the capacitors for laser research.

Yesterday there was no immediate statement on Mr Saddam's latest boast from London or Washington, but officials said they remained opposed to any Iraqi attempt to obtain equipment which could be used for nuclear weapons.

Baghdad has consistently surprised the West with its technological progress since the end of the Gulf war against Iran in 1988, and western officials were not sure whether Iraq was able to make such sophisticated electronic devices so quickly.

## Moroccan police hold fundamentalists

Police detained about 2,000 Islamic fundamentalists who staged a peaceful demonstration outside a court-house in the centre of Rabat yesterday, Reuters reports from Rabat.

Witnesses saw fundamentalists taken into a courtyard where they were beaten by para-military police armed with batons and men in civilian clothes wielding clubs.

The demonstration was held in front of the Court of Appeal where six leaders of the outlawed Adl wa Ijtihad fundamentalist movement were due to appear. It was the biggest demonstration by Islamic fundamentalists staged in the centre of the Moroccan capital.

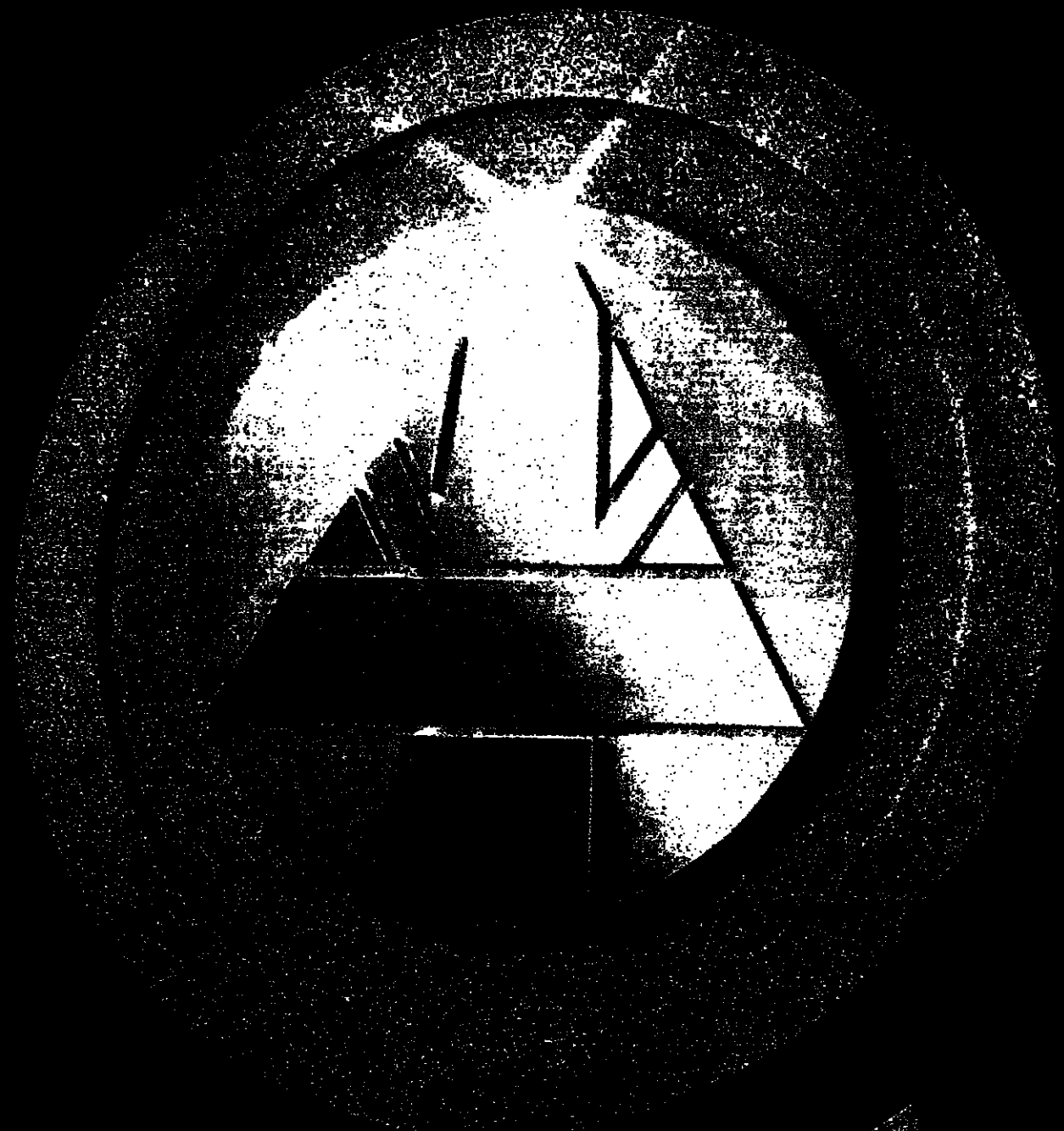
## Angolan rebels claim success

Angolan rebels said yesterday they had pushed back government troops near the strategic town of Mavinga in the southeast, killing 130 soldiers and capturing about 100 tanks and other military vehicles, Reuters reports from Lisbon.

A statement issued in Lisbon said Unita rebels had stormed government positions on Monday morning, sending the troops fleeing in disarray towards their base at Cutis. The Lisbon embassy of the left-wing government dismissed the report.



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## OVERSEAS NEWS

### Religious beliefs focus ethnic tension

Lim Siong Hoon on resentment at Malaysia's growing Islamisation

Amid the surrounding din of Kuala Lumpur's material forest enclave of Bukit Nanas, or Pineapple Hill, manages to retain a certain serenity. Up the hill's narrow and steep road you come first to the St John's Cathedral. Then, after a bend, its namesake, the red stone and marble La Salle school.

Adjacent to the mission school - which is something of a local lion - is the wooden building on stilts housing the Catholic Research Centre.

The building also functions as headquarters to the Malaysian Consultative Council for Buddhism, Christianity, Hinduism and Islamism, a group representing half the country's 17m population; the remainder are Moslems.

Islam is the only religion with official status, a position which also emboldens voices within the Government to advocate for further infusion of Islamic "values" into the civil law and to make those values the core of a "national culture."

Last month the council, normally reserved and unobtrusive in its work, appeared in the centre of political storm. The council had campaigned to collect one million signatures for a petition which boldly declared, "We do not want the syariah (Islamic laws) imposed on us".

Dr Mahathir Mohamed, the

Prime Minister, thought it a hostile act against the Moslems. He also raised the spectre of another racial riot should the campaign continue. This was a reminder of May 1989 when Malays and Chinese had slaughtered each other by the hundreds.

After Dr Mahathir's condemnation, the campaign stopped - at half a million signatures. Though he and the council later met, nothing specific resulted.

The council has a list of grievances: a Moslem bureaucracy intolerant of other religions; bureaucratic hindrances to church and temple constructions; introduction of a compulsory Islamic course for all university students; and unfavourable laws that, while protecting Moslems, punish others.

To the council, these problems seem to multiply in direct proportion to Islamisation, or the fear of it. Such a fear has given the council's multi-religious clergymen common cause not merely to defend religious freedom, which has constitutional guarantees, but also to fend off Islam's encroachment, real or perceived.

The council's intervention is unusual because inter-religious disputes have largely been a preserve of politicians, not an uncommon thing here. It is unprecedented because open opposition towards Islamisation is taboo and risks accusations of



Queuing at a Kuala Lumpur bus stop: Malaysia's diversity is being challenged increasingly by Islamisation

fanning racial hatred, a civil offence.

These points are telling from Dr Mahathir's remarks to the council not to air any problems in public. Executive power is nominally secular and shared among various races.

In actuality, the Malays under Dr Mahathir's United Malay National Organisation (UMNO) is the dominant force in the National Front ruling coalition. Many of the non-Malays, the Chinese and Indians, which are a third and a 10th of the population respectively, rarely vote for the coalition.

The Malaysian Chinese Association (MCA) and the Malaysian Indian Congress (MIC), the coalition's Chinese and Indian voices, help though to legitimise its multi-racial character.

Religion exacerbates this racial politics. Malays are Moslems, Chinese and Indians are non-Moslems. Hence Dr Mahathir's orders to halt the signature campaign was done on the grounds of protecting racial as distinguished from merely religious peace.

All national policies are claimed to be made by political consensus. But clearly not with all decisions, on Islam for instance. UMNO's Islamic character meant it had to respond to Islamic fervour brought home from Iran and elsewhere in the Middle-East during the past decade. The result has been a visible shift by the party from the religious centre towards a stronger Islamic appeal.

While this succeeds in making right-wing Malay nationalism a norm, rather than an exception, it contributes to alienate other races. So to retain any semblance of multi-racial legitimacy left, Dr Mahathir continues to fan the party's image as a pragmatic political brother. And before a national audience, he continues to present Islam's moderate face.

The quest for Islamisation makes this task difficult, a test of which will come in a general election expected later this year. Then, the Moslem votes will count more than before because of a schism in UMNO.

The Mahathir's Malay leadership is challenged by Tengku Razaleigh Hamzah, his former Finance Minister who quit the party with as many as half of its original members. The latter has since teamed up with UMNO's arch rival PAS, the Islamic fundamentalist group.

The revolt against Dr Mahathir may bring about a moderating influence on UMNO. The trouble is that the challenge for the Moslem votes leaves precious little middle ground for manoeuvre even as UMNO searches for ways to lure the non-Moslem votes in its racially mixed constituencies.

Struck with this dilemma, something may give way within the coalition. An all out appeal to Moslems may cause the MCA to lose its shirts, alternatively UMNO stands to lose a record number of seats.

A need to protect UMNO's interest explains why Dr Mahathir went down hard, and quickly, on the signature campaign. Though the campaign was stamped, the council's concerns are unresolved. Those concerns cannot be simply ruled away, not like in the past when the Government pushed through the adoption of a single Malay, official language.

The new and worrying consequence is that future conflicts will be enlarged outside intra-coalition politics or, worse, radicalising them.

The predictable result is that non-political organisations like the non-Moslem council are driven to become the new standard bearers. Politics, and the tension that go with it, has come to Pineapple Hill.

### Nepal leaders call for Indian treaty revision

By K.K. Sharma, recently in Kathmandu

RELATIONS between Nepal's coalition Government and India could turn sour after Mr Ganesh Man Singh, supreme leader of the ruling Nepali Congress, described the terms of a draft treaty submitted by India's Government to Nepal last month as "humiliating".

Mr Man Singh said that relations with India would have to be negotiated afresh, a position that Mr Bhattarai, the Nepali Congress Prime Minister of the new multi-party coalition, also reaffirmed.

Although Mr Bhattarai did not go into details of the Indian draft, Mr Ganesh Singh said it had virtually sought taking over Nepal's defence and sovereign rights to have relations with other countries.

Mr Bhattarai has sent a message to the Indian Prime Minister

seeking fresh talks on a new relationship between the two countries. Until then, he wants the position restored to that of March 1989, when the Indo-Nepal treaties on trade and transit lapsed.

For more than a year, Nepal's economy has been severely disrupted because of restrictions placed by India on trade and transit, particularly on petroleum and other essential items.

Mr Bhattarai said that the restrictions put by India "have definitely hurt Nepal".

The draft of the new treaty, which Mr Bhattarai said "is now redundant", was submitted just a few days before the present Government took office after talks with representatives of the previous administration.

### Dutch policy towards South Africa eases

FOREIGN MINISTER Hans van den Broek signalled a change in Dutch policy towards South Africa and indicated President F.W. de Klerk would be welcome in the Netherlands later this year, Reuters reports from The Hague.

Answering questions in Parliament yesterday, Mr van den Broek said that last month he felt too little change had taken place in South Africa for the Netherlands to invite Mr de Klerk during his nine-nation European tour which begins today. "But now there have been talks about talks and it is our hope that things will go further. And if that occurs it is no problem for us for Mr de Klerk to visit later this year," Mr van den Broek said.

He was referring to three days of exploratory talks between Pretoria and the African National Congress last week that could lead to formal negotiations on a non-racial constitution.

Van den Broek said the Netherlands would continue to press for the release of political prisoners in South Africa and an end to the state of emergency. The Netherlands has gradually been easing its policy towards South Africa, following the release in February of black nationalist leader Mr Nelson Mandela after 27 years in prison and the repeal of laws imposing racial segregation.

Since February, the Dutch parliament has indefinitely delayed voting on a bill that would have banned new investments in South Africa and has eased restrictions for visas for government officials.

Mr de Klerk left South Africa yesterday for a three-week tour of nine European countries. He will meet heads of state and government in France, West Germany, Spain, Portugal, Britain, Greece, Switzerland and two other countries to be announced.

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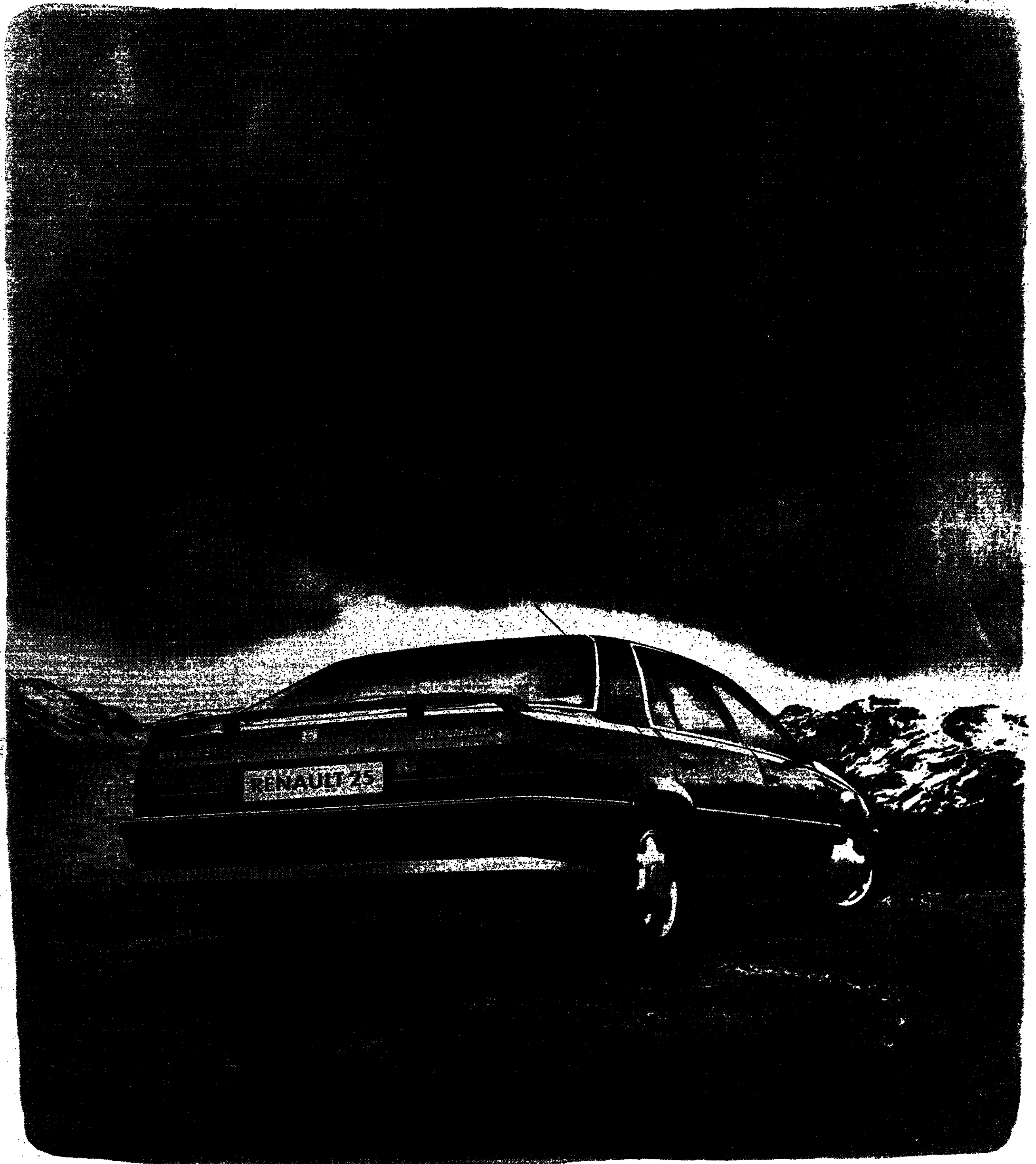
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## IMF/WORLD BANK

## Debt relief strategy finds favour

Stephen Fidler in Washington assesses plans to reduce debt burdens

ARGUMENTS to extend the principle of debt relief in international debt strategy appear to be making an impact on international policy-makers.

So far, official encouragement of debt relief – the writing off of some debt obligations – has followed two strands.

First, the Brady initiative attempts to lower the burden of the debt owed to commercial banks by severely indebted middle-income debtor countries. The initiative, named after the US Treasury Secretary who launched it in March 1989, uses official finance primarily from the World Bank and International Monetary Fund to provide incentives for banks to grant debt relief.

The other strand is aimed at low-income countries whose debt is more concentrated in the hands of the governments of industrialised countries. The so-called Toronto terms lowered the scheduled repayments to governments according to an agreed formula or, for those creditors that so chose, extended the debt's maturity.

In a report to ministers on the IMF/World Bank Development Committee yesterday, Mr Barber Conable, World Bank president, outlined a wide-ranging critique of the current strategy.

On the Brady initiative, the

Conable report – meant for restricted circulation – pointed out that, while six Brady agreements have been reached, subsequent deals may take a long time to implement.

Voluntary loans to countries in debt reduction agreements will not be established quickly. Most capital flows to these countries will thus come from the public sector. This will increase the risks for the official sector – particularly where debt relief is inadequate.

It also noted that large-scale conversion of loans into bonds, as in the Mexican debt agreement, reduces the flexibility for future debt management.

In suggesting amendments to the Brady initiative, Mr Conable called for a more flexible use of official funds to help debt reduction deals. He also called for more agreements to include temporary debt relief, leaving open the possibility of a return to higher debt service levels in future. This, included in an agreement in principle between banks and Venezuela, would save on official resources.

Suggesting that he believes the current funding for the strategy inadequate, Mr Conable called for a further diversification with bilateral finance beyond the support provided by the IMF, World Bank and Japan.

One important issue faced by policy-makers is the high proportion of official debt owed by some, particularly lower middle-income countries. Indeed, few countries outside the big four debtors to banks – Brazil, Argentina, Mexico and Venezuela – have a bank debt burden larger than an official debt burden.

Under current arrangements, this government-to-government debt and the interest due can be rescheduled under the auspices of the Paris Club. This practice, the report says, is "likely to lead to a build-up of future debt service obligations beyond a level consistent with a timely return to creditworthiness." Mr Conable calls for "a degree of debt relief when appropriate for countries in this group which have most, if not all, the characteristics of low income economies."

Expectations are growing that a French-led initiative, in some circumstances, would extend the principles of debt concessions for these countries, such as Jamaica and Nigeria, and francophone countries such as Ivory Coast and Cameroon.

On top of that, there is widely expected to be a need for a framework to write down some of Poland's debt – the country owes two-thirds of its \$40bn foreign debt to western

governments. These concessions are likely to be easier for some western governments to make than for others. Relief of official trade debt constitutes a particular problem for the US.

For low-income countries with bank debt, a \$100m World Bank facility is already helping some countries buy back their foreign debt.

More significantly, it is becoming apparent that the Toronto terms are only providing very modest debt relief. Elsewhere, the bank has calculated that the debt relief so far for the countries of sub-Saharan Africa amounts to about \$50m. Even the constant application of the concessions until the end of the century will only result in debt relief of about \$2bn – 11 per cent of the countries' long-term debt.

Policy-makers are coming under assault from another angle – the commercial bankers, who see themselves forced into debt forgiveness. A strongly worded report from the Institute of International Finance, the Washington-based research group which speaks for international banks, blames the strategy for endangering what it calls a loss of discipline in the international financial system. Arrears of debtor countries to international banks rose to \$18.15bn at the end of March from \$8.5bn at end-1988.

## Quota decision 'had to be taken'

By Peter Riddell, US Editor, in Washington

THE COMPROMISE agreement on the quota review, reached late on Monday evening, reflected a recognition that "if a decision was not taken now, another six months would be lost," Mr Michael Wilson, Canadian Finance Minister, said yesterday.

Reflecting on what he described as a "demanding" first meeting as chairman of the policy-making interim committee of the IMF, Mr Wilson said he had always expected protracted and difficult discussions.

However, he denied that the US had largely had its own way in limiting the quota increase to 50 per cent and by linking this to a tough package on payment arrears, including a provision to suspend members.

Mr Wilson said both sides had had to shift from their

original positions on the size of the quota increase. He argued that debtors and creditors favoured a strengthened arrears strategy and that some debtors accepted the need for a sanction in the form of suspension. He acknowledged that the linkage issue had prolonged the discussions.

The minister – who has a low-key, soothing manner – claimed there had been no acrimony, and no-one had raised his voice or slammed the table. However, he accepted that even members with doubts recognised that a decision had to be taken if there were not to be at least six months' delay in the quota increase.

Mr Wilson said he had talked to some of the developing country members after the marathon meeting – they did not feel they had been hard done by. He acknowledged



Wilson: 'demanding' meeting

some apprehension by developing countries about a shift of resources and attention to eastern Europe on the part of

the big industrial countries. Mr Wilson said that the IMF would treat all calls on its resources in an objective way. Countries such as Canada would not make resources available to eastern Europe to the detriment of developing countries.

However, he said: "The point that was not lost is that there is now a competitive world-wide market for private sector capital. The private sector will respond to the attractiveness of the political and economic environment."

He said that the extent to which eastern European countries make a more successful appeal to the private sector will increase pressure on developing countries. This is already being reflected, he said, in changing attitudes in developing countries, such as Brazil.

## Poland hopes to cut servicing obligations by 80%

THE Polish finance minister yesterday said his country would seek to reduce its foreign debt servicing obligations by 80 per cent, writes Stephen Fidler.

Mr Leszek Balcerowicz, in Washington for meetings of the International Monetary Fund and World Bank, said the Government would attempt to extract equal concessions from all creditor groups – commercial banks, western governments and east European creditors.

The country has a foreign debt of \$40bn (\$28.95bn). Of this, just over 20 per cent is

owed to banks and much of the rest to western governments, and there is a debt to the countries of the Council for Mutual Economic Assistance (CMEA) of Roubles (\$5bn).

Poland's scheduled interest payments would swallow 6 to 7 per cent of its gross domestic product. However, it has negotiated an arrangement with the Paris Club of creditor governments under which it will postpone all interest and principal payments due until March 1991. It has also rejected bank requests to pay 15 per cent

of the interest due on its bank debt. While servicing its trade credits, it is paying no interest on medium-term debt to banks.

Mr Balcerowicz said the reduction of debt service was necessary to get rid of the country's "debt overhang" and to convince Poles that their sacrifices were not being made for the benefit of foreign creditors. Mr Janusz Sewicki, the deputy minister of finance responsible for debt negotiations, said the country expected balance of payments support from the World Bank of about \$2.5bn over the next three years.

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## US opposes 'green' fund loan plan by World Bank

By Peter Riddell in Washington

THE US is opposing the World Bank's latest proposal for a special new "green" fund to provide concessional loans for environmental projects.

A senior US Treasury official said yesterday that the administration saw no need for a new fund requiring additional resources. "The World Bank's existing funds could be used more for environmental purposes."

He suggested that the cost of environmental adjustments should not be entirely borne by industrialised countries via a new fund, rather, developed countries should use some of existing resources to address the problem themselves.

● Peter Norman adds: Mr John Major, UK Chancellor of the Exchequer, yesterday

warned that countries supplying Third World nations with aid might place conditions on spending policies if these were wasteful.

He told the joint IMF-World Bank Development Committee that there were still too many cases of "questionable military purchases and white elephant public sector projects" in the developing world.

"Donors cannot but take notice if resources are being wasted at a time when many of the countries involved are pressing for additional external support," he said. He said the UK would contribute to a substantial capital increase for the International Finance Corporation, the World Bank affiliate promoting private sector initiatives in developing nations.

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## US plans to lift anti-trust threat from joint ventures

By Peter Riddell, US Editor, in Washington

COMPANIES operating in the US will be able to engage in joint production ventures without fear of anti-trust actions, under detailed legislation proposed by the Bush administration.

The aim is to strengthen the competitive position of US manufacturing industry in bringing to the market new products with large development costs.

Anti-trust restrictions have already been relaxed on joint research and development projects and the latest proposal would extend this protection to co-operative joint production ventures.

Under the proposal, the courts would be required to apply the "rule of reason" on a case-by-case basis to take into account cost competitiveness and competition abroad as well as domestically, in determining whether companies have colluded to defile

anti-trust laws.

Moreover, the potential liability for companies involved in joint production ventures found to have violated anti-trust laws would be reduced to single damages from three times the damages caused.

The administration proposal will benefit foreign-owned as well as US companies engaged in such joint production ventures. However, Representative Jack Brooks, the Democratic chairman of the House Judiciary Committee, would restrict the benefits of the relaxation from ventures with participating companies with 30 per cent or more foreign ownership. This is opposed by the administration.

In general, there is widespread congressional support for the change, though it could still face some congressional hurdles. For instance, Senator Howard M. Berman, the Democratic chairman of the anti-

trust sub-committee of the Senate Judiciary Committee, has said he opposes the bill, which "would do little to help America's competitiveness and much to undermine the laws that promote competition."

Mr Robert M. Mosbacher, the Commerce Secretary, has said the proposal will help US companies to bring important research from the laboratory to the market place "efficiently, cost-effectively and with less risk". One of his officials said that the legislation reinforced a trend in recent court cases to take a more lenient view of such joint ventures on a case-by-case basis.

Commercial lawyers also suggested that the direct impact might be limited, since few cases had been brought against such ventures. However, some small companies have expressed fears that they will lose out against larger concerns combining together.

## Chicago futures traders go on trial

By Barbara Durr in Chicago

THE first trial to stem from a two-year undercover Federal Bureau of Investigation probe of trading abuses in Chicago's futures pits began yesterday.

Three traders of Swiss franc futures at the Chicago Mercantile Exchange (CME) are facing criminal charges brought by the US Government ranging from mail and wire fraud to racketeering.

The FBI investigation, which ended early last year, produced indictments of 47 traders and brokers and one clerk from the CME and the Chicago Board of Trade. While many of those indicted have pleaded guilty and are understood to have co-operated with the Government's prosecution, 23 traders have said they are innocent and are to be tried.

After the three Swiss franc traders, 16 traders of yen futures and 13 traders of soybeans are scheduled to go to court later this year.

The trial is ill-timed for the Chicago futures exchanges, coming as a battle unfolds in Washington over stricter regulation of the pits. The Commodity Futures Trading Commission, the Chicago market's regulator, is under fire from Mr Nicholas Brady, Treasury Secretary, for not being sufficiently tough.

Some commodity law experts, however, believe the trial could serve to show how well the existing regulatory structures work. This, they say, will tend to create more confidence in the futures markets, not less. The CFTC assisted in the FBI inquiry.

The Government says its investigation of trading is continuing.

At issue in the trial is whether the traders cheated customers as they executed orders.

The Government charges that brokers fixed trades by various methods to avoid their own responsibility for trading losses. The defendants' lawyers are expected to argue that the trading practices alleged to be illegal are widespread and are largely to help smooth out errors in the scrum of the marketplace.

## New men turn to trouble at home

Tim Coone weighs up a shift of orientation away from foreign initiatives as the presidency changes hands in Costa Rica

DR OSCAR ARIAS of Costa Rica, a political peacemaker and economic pace-setter in Central America for the past four years, handed over his presidential sash of office yesterday to Mr Rafael Angel Calderón, a 41-year-old lawyer of centrist political views, and the victor in the presidential election last February.

Dr Arias was the father of the Central American peace plan, for which he won the 1987 Nobel Peace Prize, and which in recent months has begun to bear fruit. He has presided over a national economy which has shown a healthy average 5 per cent growth during the past four years. His will be a difficult act to follow.

The debut of President Calderón will be no easier because of contradictory pledges he made, during the electoral campaign, to improve social welfare programmes, especially housing, while also promising to put government finances in order. In the early 1980s, his father founded Costa Rica's extensive welfare system. In the 1990s, the son will have to

juggle with trying to improve on that while bringing the Government's swelling debt under control.

This year the fiscal deficit is on course to reach 30bn colones (£209m) or 7 per cent of GNP. Mr Funes Vargas, the new Finance Minister, said this week he intends to reduce the deficit to zero "within three years", but how he will square this with Mr Calderón and populist cabinet ministers backing the Social Christian Union Party's (PUSC) welfare programme, remains to be seen.

It seems likely the cabinet will suffer an early shake-out, with free marketeers such as Dr Vargas (educated in the US at Chicago and Berkeley) and Mr Jorge Guaradía, new Central Bank president, eventually taking firm control of the economic reins.

Maintenance of tight control over government finances will be vital if planned negotiations with the World Bank for a new structural adjustment loan, and with the IMF for stand-by loan finance, are to succeed. These in turn will be crucial to

the renegotiation of repayment terms on \$3bn in outstanding Paris Club and multilateral debt.

One of the last acts of Dr Arias's government was to sign a debt buy-back and conversion scheme at the weekend with commercial bank creditors. This will reduce Costa Rica's debt burden by \$1.255bn (£740m) for a cost of \$226m. Half of the finance for the scheme, though, has still to be found and much will depend on the outcome of talks in the next few months with the World Bank and the IMF.

Dr Arias's legacy is one which has projected Costa Rica onto the world stage, as a country able to take a leading role in the Caribbean Basin and in Latin America. As a result of his peace initiatives, war is receding from Costa Rica's borders, and the country is one of the few in Central America where there is active foreign investment. He has been rewarded with sympathy and understanding by the country's creditors.

The buoyant economy, however, has been built largely on

foreign debt contracted in the late 1970s and early 1980s. As foreign credit sources dried up during the last decade, Dr Arias's government turned to domestic savings as a source of finance. The result is that the internal debt problem is now almost as great as that of the foreign debt. The state sector absorbs 50 per cent of available bank credits and more than 95 per cent of the funds circulating in the local stockmarket. To service this debt, the Government is obliged to expand bond issues continually at interest rates which suppress economic activity in the private sector.

According to one PUSC militant in the Foreign Ministry: "We are pleased with what Dr Arias has done for Costa Rica internationally, but the time has come to pay attention to the problems at home."

That is Mr Calderón's slogan. If he proves as adept on domestic issues as Dr Arias has on international ones, Costa Rica should consolidate its place in the sunshine now breaking through the Central American storm clouds.

## Nicaragua devalues currency

NICARAGUA yesterday devalued its currency 10 per cent against the US dollar on the official market and 2.8 per cent on the parallel market, Renter reports from Managua.

The devaluations are the third since the government of President Violeta Chamorro took office on April 25.

The central bank said the official dollar rate rose to 100,000 cordobas-to-one from 90,000. The parallel market rate, used for most imports and offered at state-controlled exchange houses, rose to 175,000-to-one from 170,000.

Central bank president Francisco Mayorga has said the cordoba will suffer devaluations during May to adjust for high inflation. He said the bank plans gradually to close the gap between the official and parallel market rates before introducing a new currency on par with the dollar in July.

On Monday the Government announced a 60 per cent increase in the minimum wage.

## Banker sees economies leaving 'lost decade'

By Joe Mann in Caracas

SOME Latin American economies are finally leaving behind "the lost decade" of the 1980s, enabling US banks and investors to "give more serious consideration to the opportunities beginning to emerge", Mr Lewis Coleman, vice-chairman of Bank of America and head of its world banking division, said in Caracas yesterday.

He told a group of businessmen that economic reforms in Venezuela, Mexico, Chile and Colombia had distinguished these countries from others in the region, and suggested that they had the best chance of making substantial economic progress and competing for international commercial loans and investments in the future.

Mr Coleman said Venezuela had weathered "the sharpest one-year decline in output in its recent history" and if the Government continued to push ahead with economic reform, the country would become "one of Latin America's most attractive investment opportunities".

He warned, however, that

big US banks were "subject to much greater pressure to generate profits" today than in the past, and that Latin American countries seeking loans and investment were facing tough competition from North America, Europe and the Pacific Basin.

Renter reports: Venezuelan police have arrested a doctor and 11 morgue employees on charges of having removed the eyes of corpses and sold them for cornea transplants, officials said.

A senior policeman told reporters the eye-theft ring had been operating for some time from a Caracas morgue, and that inquiries were continuing. Coroners' assistants and orderlies stole the eyes mostly from the unclaimed bodies of young people, and sold them for about \$35 to a doctor in Maracay, a city west of the capital, the officer said, adding that the doctor was using the eyes for cornea transplants and charging up to \$2,000.

Police are investigating possible foreign connections.

## High inflation rate withstands monetary squeeze in Chile

By Leslie Crawford in Santiago

THE overheating in Chile's economy is being cooled in response to the Central Bank's restrictive monetary policies, but inflation, which reached an annualised 34.5 per cent in April, is proving immune to the same treatment.

Mr Alejandro Foxley, the new Finance Minister, says most indicators show the economy growing at a 4 to 5 per cent annual rate - down from the unsustainable 10 per cent registered last year.

The Central Bank has applied the brakes by raising real interest rates from 11 to 14.5 per cent since the start of the year. The construction sector has been the first to feel the pinch, with building starts reported 50 per cent down on last year. Consumers are also being squeezed by more expensive credit - car sales, for

example, have fallen by 30 per cent.

The economic slowdown should have dampened inflation, but price increases have accelerated. Central Bank officials say they are still mopping up the results of a spending spree during the final months of the military regime which stepped down in March, but recent measures, such as the raising of the minimum wage, are expected to keep the monthly inflation rate above 2 per cent in May and June.

The resilience of Chilean inflation has convinced Mr Foxley that fiscal, as well as monetary, measures are needed to fight it. He told Congress last week that most of the extra revenue generated from planned tax increases this year would be needed to cover an estimated budget deficit

equivalent to \$380m. Also, he warned that much-heralded improvements in health, housing and education would have to wait until the Government had the necessary funds.

Chile's budget is usually prepared in August for the following year. In drafting its last budget, the military regime aimed to impose fiscal austerity on the new civilian administration. However, two of its assumptions now seem wildly optimistic: inflation was forecast at 12 per cent for 1990 - in reality it is likely to be double that figure; and tax receipts were predicted to rise by 21 per cent - but tax cuts made last year are now starting to take effect. Besides, the military included revenues from planned privatisations - a programme the new Government has put on ice.

## Brussels plans aid for Asia and Latin America

By Tim Dickson in Brussels


AN Ecu2.9bn (£2.14bn) package of European aid for the countries of Latin America and Asia - an 80 per cent increase on previous levels of support - was proposed in Brussels yesterday by the European Commission.

The announcement by Mr Abel Matutes, EC Commissioner responsible for relations with the two regions, was seen as a demonstration of the Community's determination not to allow upheavals in eastern Europe to swallow a disproportionate share of its "spare" financial resources.

Brussels also said yesterday that it wants to switch the emphasis from traditional forms of development aid to economic co-operation with the more dynamic regions. Particular attention would also be paid to the environment.

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## WORLD TRADE NEWS

## Japanese face strong protest over dock levies

By Ian Rodger in Tokyo

IN A rare show of unanimity, the US, Canada, the Nordic countries and European Community complained to the Japanese Government this week that new levies charged by Japanese dock warehouse companies on international shipping constituted an unjustified barrier to imports.

The levies, which would raise some ¥6bn (\$38m) a year, were proposed last autumn by the Japan Harbour Transport Association (JHTA), an association of dock warehouse companies, to finance improvements to companies' facilities and train dock workers.

Both Japanese and foreign shipping companies objected, seeing no reason why they should help fund the warehouse industry's capital investments. Foreign companies also complained that the levies on international container traffic, in which they have a 50 per cent market share, were much higher than those on car carriers or on domestic shipping, where their share is small.

Japanese and foreign companies ultimately gave in to the JHTA's demands, knowing that without its co-operation

they would have difficulty operating.

The JHTA has accumulated considerable power in the past two decades by acting as the intermediary between shippers and dockers whose jobs were threatened by automation.

Paradoxically, one of the ostensible purposes of the new scheme is to attract new labour to the docks, where there is now a shortage.

As a result of the strong opposition, the JHTA introduced the levy scheme for a six-month trial ending on March 31, hoping to negotiate a longer term arrangement in the interval.

So far, the governments of Australia, Canada, the US, EC, Korea, Hong Kong and Taiwan have complained to the Japanese authorities. They argue the levies constitute quasi-taxes being charged by an unaccountable private sector organisation and as such are unacceptable.

According to the Japanese Ministry of Transport, the levies arise from a purely commercial agreement between private sector companies.

## When one man's dumping is another's good price

US trade officials are caught between domestic producers and importers, writes Peter Montagnon

IT SEEMS nobody involved in trade is ever satisfied. The recent preliminary US Commerce Department finding that Asian sweaters worth some \$1.25bn a year were being dumped in the US

market produced howls of protest from both importers, who rely on low prices, and domestic clothing manufacturers, who were seeking protection.

The latter thought the dumping margins found by the Commerce Department, which ranged up to 36.89 per cent in the case of one Taiwanese company, were far too low. Importers said the prospect of dumping duties meant they had fallen victim to an arbitrary legal process which was skewed in favour of domestic industry.

Officials responsible for applying US trade remedy laws are increasingly caught between such vociferous complaints from consumers and demands from business for tougher action to be taken against anything that smacks of unfair trading.

Consumers have still some way to go, however, before they can carry the day. The traditional business lobby is still dominant and its imprint can be seen in the position on anti-dumping taken by the US in the Uruguay Round of multilateral trade negotiations.

No fewer than 64 senators

wrote to President George Bush earlier this year asking him not to weaken the anti-dumping and countervailing duty laws during the Uruguay Round.

Congress considers that the US was too willing to open its markets in the previous Tokyo Round in return for rules of behaviour which have been ineffective because they have not been respected by other countries, says one Senate aide.

It would be hard for the Bush Administration to persuade Congress to support a Uruguay Round package which watered down these rules in areas such as dumping.

On the other hand, it is not only the sweaters case that has brought out contrary opinion. A dumping suit on ball-bearing lodged last year by the Torrington Company of Torrington, Connecticut, prompted an outcry from users such as Caterpillar and Hewlett Packard. They said dumping duties on essential inputs would push up their costs and make their products less competitive.

More recently, pressure from steel users led President Bush to reverse voluntary import quotas for only 2½ years instead of the five years sought by industry.

Meanwhile developing countries, such as Mexico, are moving to introduce anti-dumping

THE European Commission has started an investigation into alleged dumping of Korean car radios in the Community, following a complaint from European manufacturers, writes Lucy Kellaway in Brussels.

Imports of the radios from Korea have risen from 1.7m units in 1985 to 5.8m in 1988, to reach a value of almost Ecu 200m (£270m). They were allegedly being sold at prices well below those in the Korean home market and below those charged by consumer producers. The European manufacturers complained that as a result of such imports their production had stagnated, despite a Community market that is growing quickly. EC sales of radios have increased from 11.9m in 1985 to 18.3m in 1988, in which time the share of EC producers has fallen from 40 to about 33 per cent.

As a result, European producers, which need to prove that they have been damaged to justify imposition of a duty, claim they have had to cut capacity and lay off workers. The downward pressure on prices has resulted in significant losses.

procedures of their own. Some US companies fear they will receive a dose of their own anti-dumping medicine in foreign markets.

The US Association of Importers of Textiles and Apparel, claimed after the sweaters case that US anti-dumping procedures were tilted in favour of a finding that guarantees protection for the domestic industry.

There is controversy over the extent to which the US system is actually tilted, but some experts maintain that in calculating dumping margins the US uses a formula that puts foreign exporters at a disadvantage because of the way it accounts for their indirect selling costs in the US. Others say the US too frequently manipulates the figures by using constructed prices for calculating dumping margins.

Industries affected by the Torrington case argued that it was unfair to apply dumping duties to products which were not even manufactured in the US just because they were similar to those where dumping had been found.

One school believes that the US should declare itself willing to accept such problems in the Uruguay Round in return for an international agreement on rules that can be applied to prevent circumvention of dumping duties, for example, by companies who simply

change the location of final assembly to escape paying.

The US made clear during the recent investigation into the EC's circumvention rules by the General Agreement on Tariffs and Trade that it regards such rules as essential.

However, Mr Eric Garfinkel, Assistant Secretary of Commerce, dismisses the idea of a trade-off.

The US is pushing hard to improve standards, transparency and "due process" in anti-dumping procedures as a means of ensuring fair play by those countries which have newly adopted this instrument.

But that does not mean changing the way dumping is determined, he says. "I believe our system is not tilted and that it provides a fair apples-to-apples comparison."

Besides agreement on measures aimed at dealing with circumvention, the US is also looking to the round for increased deterrents and the means of dealing with repeat dumping. Asked what it is prepared to concede in return, he replies simply: "I will not come back with a weaker anti-dumping code."

The US is now in a stronger position than the EC to push its anti-circumvention proposal in the round because Japan has successfully contested the latter's scheme in GATT.

The main differences between the two are that the US imposes dumping duty on parts as they cross its border instead of when they leave its assembly plant inside its territory.

It also says value-added outside the dumping country must be "small" for circumvention to have occurred. This means wage costs in the new location are included in its calculation, whereas Europe relies simply on content.

Mr Garfinkel argues that the US system, which has been in effect since the beginning of last year, is GATT-consistent. This might explain why the US does not apparently feel that it needs to make many concessions to win international approval for its anti-circumvention scheme. Meanwhile the Bush Administration continues, for the time being, to face pressure at home from a business lobby strongly in favour of tough anti-dumping action.

Mr Mike Stett, a specialist trade lawyer and former ITC General Counsel, says countries committed to open markets need the kind of safety valve which anti-dumping actions provide. "In the absence of some mediating mechanism that redresses at least partially the advantage that a closed market has, you can't keep the game going."

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## Unido's Milan office invests \$250m in two years

By Haig Simonian in Milan

BARELY two years after opening the Milan office of the United Nations Industrial Development Organisation has set up 14 projects investing in developing countries worth some \$250m, according to Mr Domingo Salzon, Unido's Secretary-General.

Unido, which effectively became an independent special UN agency at the end of 1985, now has nine investment promotion offices in industrialised countries, with a further two privately financed operations in Moscow and Beijing.

Their task, normally conducted in co-operation with the aid and trade promotion agencies in the host countries, is to promote inward investment into the developing world, partly by developing feasibility studies to assess the viability and commercial attractiveness of different projects.

Italy is already the biggest single contributor to Unido's \$40m "voluntary fund" with a \$17.8m payment in 1988, says

Mr Salzon. The voluntary fund, which covers about 35 per cent of Unido's current \$134m operational budget, is based on payments by individual member states according to their regular contributions.

The fact that Italy has been a relative latecomer in sponsoring investment projects is another reason behind the sharp growth of Unido's Milan activities, according to Mr Sergio Zampetti, the unit's head. Only recently has Sace, the Italian state insurance guarantee agency, added project risk evaluation to its country risk evaluation activities, he said.

Among the 14 projects so far organised from Milan are in Argentina, "not normally a country in which investment would easily go," according to Mr Salzon.

Nine of the 14 projects so far organised from Milan are in Argentina, "not normally a country in which investment would easily go," according to Mr Salzon.

## Moscow shifts its Finnish purchases

THE SOVIET UNION has switched a large part of its traditional purchases from Finland to later in the year, apparently to avoid paying interest under a new bilateral payments scheme, a Foreign Ministry official said, Reuters reports from Helsinki.

Finland and the Soviet Union introduced the new scheme in 1990, under which interest must be paid on accumulated debt above Rhs100m, while any accumulated amount above Rhs200m must be paid off automatically in hard currency.

Trade figures show Soviet purchases in January-March were FM2.8bn (\$709m) after FM4.0bn in January-March 1989.

Finland's surplus of FMI.6bn in the bilateral trade of January-March 1989 had consequently dropped to around FM500m in the first quarter of 1990.

Finnish purchases were FM2.9bn in the year's first quarter after FM2.6m in the 1989 first quarter.

"Companies say Soviet buyers dated their purchases for later this year. This particularly concerns paper, as they are now buying about 40 per cent of it early in the year and 60 per cent late, the reverse of the former way," the official said.

"It is a fair assumption the Soviet Union has placed orders later in the year to avoid paying interest," he added.

## PUBLIC NOTICES

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### BUNKER ADJUSTMENT FACTOR

The member Lines of the above Conference operating services between the United Kingdom, Northern Ireland and the Republic of Ireland, and between the United Kingdom, St Lawrence River and Great Lakes Ports would refer shippers and consignees to the press announcement in April 1990 and would advise that as a result of the Bunker Adjustment Factor will be reduced with effect from 1st June 1990 to the following levels:

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## PERSONAL

THOMPSON. A memorial service for John Thompson, a former partner of Fielding, Thompson-Smith and recently director of W.L. Carr will be held at St Lawrence Jewry, east of Chancery Lane EC2, on Wednesday 22nd May at 12 noon.

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## UK NEWS

## MSF-Rhône-Poulenc connection

## UK unions forge European links in defence sector

By John Gapper, Labour Editor

THE MSF general technical union is forming links with French unions within Rhône-Poulenc, the French state-owned chemicals company, to try to get information about company policy it says it has been refused in Britain.

The union says it has unsuccessfully tried to force the company to disclose its intentions following its takeover of RTZ Chemicals. MSF now wants to form links with the CFTD and CGT French union confederations in Rhône-Poulenc.

The move follows attempts by unions to set up European-wide consultative structure within the French defence and electronics group Thomson-CSF. British unions are keen to take advantage of consultation provisions in Europe.

MSF, which represents technicians and white-collar staff within Rhône-Poulenc in Britain, approached the French unions after the company refused to consult with it nationally following the takeover of RTZ Chemicals.

The union said the company instead said that unions at its British sites would be consulted at a local level if jobs were likely to be affected by restructuring.

Rhône-Poulenc also took over Rorer Chemicals in the US in March to form one of the 10 largest chemicals companies in the world. MSF officials fear this could lead to job losses in a restructuring.

The union tried to force Rhône-Poulenc to consult with

its workforce following the takeover of RTZ Chemicals through industrial tribunal claims under 1981 employment protection regulations governing acquisitions.

However, the company has filed papers at a London industrial tribunal showing that the acquisition of RTZ Chemicals was made by share transfer, according to MSF. Under the 1981 regulations, this avoids the need to consult with employees.

Mr Peter Skye, an MSF regional official, said the union wanted to develop a European consultation structure which would give British unions the same information as the French.

MSF representatives met CFTD leaders within Rhône-Poulenc last month to discuss their difficulties. The French unions fear that restructuring following the Rorer takeover could lead to two or three European plants being closed.

The British union is also trying to lobby European Commissioners to get the loophole on the form of company takeovers requiring consultation closed in a further Commission directive on takeovers and mergers.

British unions have become increasingly interested in consultation with other European unions because of fears over the impact of employment restructuring under the Single European Market programme.

The company said it could not comment on MSF's claims.

## Private companies fear 'casino' image of the City of London

MANY of Britain's fast-growing private companies have a negative view of the City of London and do not plan to seek a Stock Market listing, according to a survey published today, writes Charles Batchelor.

Three in five of private companies surveyed said the City placed more importance on taking short-term profits than achieving long-term growth

and that companies lost their entrepreneurial spirit when they went public.

A further seven out of 10 said the typical City investor had never been inside a factory.

The survey, carried out by MORI for Pannell Kerr Forster, an accountancy and consultancy firm, covered 200 companies with turnover of £5m to £75m and profit growth

of at least 30 per cent a year. Mr Claude Brown, Pannell chairman, said: "It seems the majority of high-turnover and fast-growing companies do not look to the City for financial help and advice. This poses a real challenge for professional investors and the City should now aim to woo these companies and create a better image for itself."

Only one in 20 of the compa-

nies surveyed said they wanted a public flotation. Three in five of chief executives and managers questioned said they intended keeping their company private; one in six said they would sell the company private; and almost one in 10 said they would bequeath it to someone.

Many executives questioned said they were concerned that they would lose the control,

flexibility and independence they had as private companies. Three out of five described the City as a "casino" which took no account of a company's true value.

A quarter of respondents wanting flotation said they were concerned that the attitudes of their customers and suppliers could change unfavourably as a result of going public.

The executives' view of the City investor was of someone who was public-school educated, intelligent, professional and hard-working but who was also mobbish, overpaid, with low integrity and who had never been in a factory.

"Private Companies in the 1990s. Pannell Kerr Forster, New Garden House, 78 Station Garden, London EC1N 8JA. Free

## Chatham House appeal launched by Carrington

By Robert Mauthner, Diplomatic Correspondent

LORD Carrington, a co-President of the Royal Institute of International Affairs, yesterday launched an appeal for a minimum of £2.5m to help finance the institute's greatly expanded activities and to enable it to maintain its position as one of Europe's leading foreign affairs research establishments.

Chatham House's 70th Anniversary Appeal will be complemented by a further fund-raising effort in the US which, it is hoped, will bring in an additional £1.5m. If successful, the two appeals would double the institute's present portfolio of nearly £4m.

Lord Carrington told an audience of some 150 representatives of British business organisations that people now lived in a "knowledge-based" society in which information was the currency of power, but only if it was interpreted correctly and used wisely.

Admiral James Eberle, the outgoing Director of Chatham House, said the institute's in-house research staff had increased from only 12 in 1980 to 35 today.

## Path 'cleared' for further talks on Northern Ireland

By Ralph Atkins

A GOVERNMENT reassurance that the 1985 Anglo-Irish agreement could be reconsidered was yesterday thought to have cleared the way for further talks about Northern Ireland's political future.

Mr James Molyneux and the Rev Ian Paisley, leaders of the Official Unionists and Democratic Unionists respectively, are expected to meet Mr Peter Brooke, Northern Ireland Secretary, shortly - possibly within a week.

The meeting would continue a series of talks Mr Brooke has initiated between leaders of Northern Ireland's constitutional parties about possible forms of devolved government in the province.

In Dublin yesterday, Mr Charles Haughey, the Irish Prime Minister, ruled out suspension of the Anglo-Irish agreement as an incentive to Ulster Unionists to start talks with the British Government. But he underlined his willingness to be as helpful as possible "in the interest of securing progress."

Last week Mr Brooke's efforts appeared to have stalled when the Unionist leaders insisted that before further talks were held he should set out explicitly how the Government would meet their pre-conditions.

But Mr Molyneux and Mr Paisley appear satisfied with a letter Mr Brooke sent them last week in which he said that in discussions about alternative forms of Government "we would give serious consideration to any implications for the agreement which such arrangements might have."

The Unionists have also called for the suspension of both the regular conferences between British and Irish ministers and the joint secretariat set up under the agreement.

However Unionist sources yesterday indicated that Mr Brooke's letter offered sufficient assurance to make talks worthwhile. Another meeting would give unionist leaders an opportunity to "tease out" his position on their other demands, they said.

## Visa challenges court ruling on credit cards

By David Barclay

VISA INTERNATIONAL, the credit and debit card payment system, yesterday launched a controversial High Court action against the Department of Trade and Industry, challenging recent Government moves to reform the credit card industry.

Visa is asking Mr Justice Hodgson to declare that a recent decision by Mr Nicholas Ridley, the Trade and Industry Secretary, allowing retailers to charge customers a lower price if they pay by cash rather than credit card, is void.

The High Court is also being asked to make Visa alter its rules and allow all its member banks to sign up retailers for credit card services.

At present a bank can only sign up retailers for Visa if it has already issued a specified level of credit cards.

The rule created serious problems for National Westminster and Midland Banks, both of which were temporarily delayed by the restriction from offering combined MasterCard and Visa retailer services after they joined Visa last year.

If Visa's application succeeds, it will have overturned the two main recommendations of the Monopoly & Mergers Commission Report on credit cards, published last August.

In March the DTI said that it was pressing ahead with statutory orders to achieve the changes in the UK credit card market rather than a voluntary system operated by banks and credit card organisations, because it feared that Visa's High Court application would lead to a serious delay.

## POWER PRIVATISATION

## Pollution and costs prompt gas-burner plan for coal station

By Maurice Samuelson

POWERGEN, which is planning a chain of gas-fired power stations, is considering spending \$175m on adding large-scale gas burners to one of its biggest coal-fired power stations in order to cut fuel costs.

The scheme, known as a "topping cycle", is under review at the 2,000 MegaWatt station at Cottam, in North Nottinghamshire, in the English midlands, which currently uses coal from collieries manned by members of the Union of Democratic Mineworkers.

The aim, says the newly privatised generating company, would be to reduce the station's running costs, extend its life and reduce the overall amount of pollution caused by PowerGen's coal fired power stations.

The equivalent of building a large new gas fired station, it would involve construction of four 150MW gas turbines to be fuelled with gas from the North Sea. The exhaust heat from these turbines would boost each of the station's 500MW coal-fired generating units, improving the power station's overall efficiency from 38 to 44 per cent.

Mr Ed Wallis, PowerGen's chief executive, said yesterday that the company would decide in the middle of the summer on whether to proceed with the scheme.

It was part of PowerGen's commitment "to become, and then remain, the lowest cost producer of electricity in the

UK". Cottam had been chosen because it could not easily receive cheaper imported coal and therefore risked being priced out of the market when coal imports began expanding later in the decade.

But Cottam could easily be supplied with gas from Killingholme, on South Humberside, where PowerGen plans to build a 900MW all-gas power station, fuelled from the Pickering field in the southern North Sea.

Without gas-firing or imported coal, said Mr Wallis, Cottam might eventually bear the highest running costs among PowerGen's five big coal fired stations, spelling its end as an outlet for coal from nearby coalfields. But the gas option could give Cottam "a competitive edge and help to keep some UDM miners' jobs".

National Power, the rival generating company, is also considering gas-burning at coal stations, but does not favour the "topping cycle" route.

The go-ahead at Cottam depends on the outcome of a £300,000 feasibility study being carried out by NER-ABB, the company recently formed by Rolls Royce and Asea Brown Boveri to address the UK gas turbine market.

ABB is one of the world's biggest suppliers of combustion equipment. NEI built many of Britain's conventional coal-fired power stations, including Cottam. The Cottam project, is the first of its kind in Britain, but resembles schemes in West Germany.

## Shareholders may be hit by Porton accounting change

By Peter Marsh

PORTON International, a private pharmaceuticals company backed by investment of £76m, has changed its accounting policy in a move which may reduce dividend payments to shareholders.

Mr Wensley Haydon-Baillie, Porton's chairman, who owns roughly a third of the shares,

is likely as a result to receive this year a dividend substantially less than the annual sum of roughly £500,000 he has gained over the past three years.

The company's accounts for 1989, due to be released to shareholders in the next few weeks, will show that the com-

pany has stopped capitalising research and development expenses. Instead the accounts will treat the spending as a loss to be deducted from profit.

The capitalising of this spending, which has been Porton's practice until now, is considered unusual in the drugs industry. It has had the effect

of making the company show a relatively large pre-tax profit, out of which dividend payments have been made.

Mr Haydon-Baillie started Porton in 1982. Porton's other shareholders, which have provided the investment funding, include large financial institutions such as Legal & General,

Sun Alliance and the pension funds of National Westminster Bank, the Post Office and British Telecom.

Mr John Burke, chief operating officer of Porton, said yesterday the company had decided to change the accounting policy as it moved into a new phase of development.

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by the distance between  
the one who leads  
and the ones who follow.



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## UK NEWS

Financial markets retain local election gains

## Major claims first sign of success for interest policy

By Andrew Marshall and John Authers

THE UK economy is starting to respond to high interest rates, Mr John Major, the Chancellor of the Exchequer, said yesterday, as new figures showed a slowdown in the consumer credit boom.

Mr Major, speaking on BBC radio, held out no hope of an early cut in rates. He also said that the effect of the community charge, the new local tax, and the rise in excise duties in the Budget would together add 1.5 percentage points to the annual percentage rise in the Retail Prices Index for April, to be released on Friday.

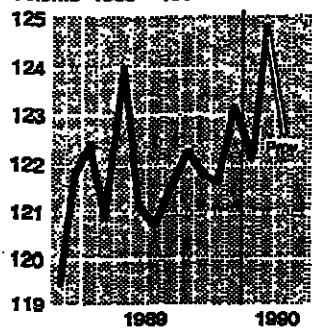
Some forecasters are expecting that the annual rate of inflation will come in above 10 per cent by comparison with the March figure of 8.1 per cent.

Mr Major said that although inflation would remain high for some time to come, he believed that the UK economy was slowing. "I think the policy mix is tough enough and is working. I do not think there is any doubt if you talk to businessmen, retailers or mortgage holders, that the impact of monetary policy is beginning to work in squeezing down demand."

This view seemed to be supported by figures showing that a sharp downturn in retail sales in April after an un-

## UK retail sales

Volume 1985 = 100



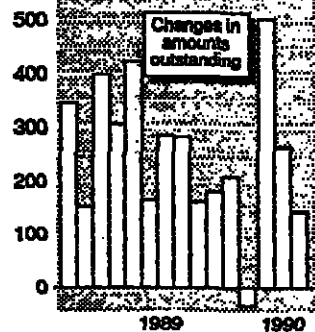
pected bounce in March, and stagnant consumer credit growth.

Emerging evidence of a slowdown in domestic demand helped London's financial markets retain the gains they made on Friday, when local election results showed the Conservative Party stronger than expected. The FTSE 100 share index closed 19.5 higher at 2,182.0, although this was below the day's highs.

There was some profit-taking in the gilt market, but at the end of the day prices were virtually unchanged from a slightly lower opening. The pound finished nearly a

## Consumer credit

£ million



cent stronger against the dollar, though it fell against the D-Mark. Mr Michael Saunders, of Midland Montagu, said: "It's still just a follow-through from the local elections. One of the biggest uncertainties was the uncertainty about Mrs Thatcher. The near-term uncertainty has now been removed."

Despite Mr Major's optimism, some analysts still fear that rising wage demands could extend the period of inflation. Mr Peter Spencer of Shearson Lehman Hutton, said that unless there was a sharp collapse in demand, "I can't see any force on earth that will bring wage settlements down."

## Alcohol ban urged for Italy World Cup

By John Wyles in Rome

MR COLIN Moynihan, Britain's Minister for Sport, yesterday damned the mantle of a temperance preacher in his attempt to persuade the Italian authorities to include a ban on alcohol sales in the defensive armoury they are preparing against outbreaks of hooliganism among British soccer fans at next month's World Cup.

Although the Italians are among Europe's leading consumers of alcohol, public drunkenness is deemed socially unacceptable and they are genuinely puzzled by the English weakness for such behaviour.

When Mr Moynihan yesterday urged Mr Carlo Azeglio, his Italian counterpart, to ban alcohol sales on the ferries which will take an estimated 5,000 English fans from Genoa to Cagliari, and around the ground in the Sardinian capital where the English team is playing its opening rounds, he met with polite concern and a request that he should take up the matter with the relevant local authorities. "It is a matter of major importance that there should be restrictions on alcohol sales and it would be a very serious mistake for it to be sold on the ferries travelling for 12 or 13 hours to Cagliari," said the minister.

Mr Moynihan said that he had been persuaded that Mr Parnes had provided exceptionally dedicated services to Mr Roux. The trial continues today.

## BRITAIN IN BRIEF



## TUC joins call for Sarmcol to settle strike

Mr Norman Willis, the general secretary of the Trades Union Congress, of Britain, yesterday added his voice to the campaign for BTE, the UK-based industrial conglomerate, to settle a long-running labour dispute in South Africa with Diane Summers and David Owen.

Mr Willis, who has a long-standing interest in the Sarmcol case, appealed on "moral and commercial grounds" for the company to "modernise its approach". More than 900 workers at BTE Sarmcol in Howick, Natal, were sacked in March 1985 following a strike for union recognition.

BTE's annual general meeting, scheduled for tomorrow, will see vigorous questioning of policies in South Africa by trade unionists with token shareholdings in the company.

The metalworkers' union, which is still in dispute with the company five years later, claims that 139 lives have been lost since the strike began.

## Surge in orders for turbines

A surge in North Sea oilfield developments has resulted in some of the biggest orders for offshore gas turbines ever seen in the UK.

Cooper Rolls and Ruston Gas Turbines, the two principal turbine suppliers for the North Sea, yesterday announced a total of £75m in gas turbine orders for generating sets and gas compressors.

British Petroleum has made what it says is the largest

single order for gas turbines ever placed for the North Sea with a £35m purchase from Cooper Rolls, the US-UK joint venture which is the biggest offshore turbine supplier worldwide.

Cooper Rolls said that it now has 600 megawatts of turbine generating capacity on order for offshore use. About half of this is for the North Sea.

## Smooth switch to new codes

British Telecom said yesterday that London's first day of business with its new telephone codes passed off smoothly.

London's 01 code was replaced last Sunday by an 071 code for the central area and 081 for outer districts because the city was in danger of running out of telephone numbers.

Callers from Paris who dialled the wrong London number, heard a recorded announcement in French giving them the correct code. Callers from Frankfurt and Tokyo heard a message in English, as well as in German or Japanese. BT said it had arranged for most foreign callers to receive a recorded message.

## Team leaves Salomon

A team has parted amicably with the London office of Salomon Brothers in order to set up an independent corporate finance boutique called Johnston Associates.

The team will provide broad European services with particular emphasis on Spanish-related investment banking advice. It is led by Mr Donald Johnston, head of one of five merger and acquisition divisions at Salomon in London, who is taking Mr Sekhar Bahadur, Mr Antonio Rodriguez-Pina and Mr John Gibbons with him. Also recruited was Mr Antonio Bonchrisiano from Salomon Brothers in New York.

## Increase in TV production

Toshiba, the Japanese electronics group, is to increase colour television production at its Plymouth factory from 500,000 to 600,000 sets a year. The increase will generate 80 new jobs.

The Toshiba announcement is part of a pattern of increased Japanese investment

in Britain's television industry. Sony announced last year that it would increase production of cathode ray tubes at its plant in Bridgend from 700,000 to 1m a year.

## Approval for gas field

The British Government yesterday authorised the £200m development of the Pickerill gas field in the southern North Sea.

The field's 805bn cubic feet of reserves, with a life of 18 years, will be developed and operated by Arco. The gas will help to fuel the 900 Megawatt combined cycle gas turbine power station to be built at Killingholme, South Humberside, by PowerGen, a successor of the Central Electricity Generating Board.

## Prince launches agency in East

A programme to encourage private enterprise and small firms in Hungary was launched yesterday by the Prince of Wales who is on the first official visit to a Warsaw Pact country by a member of the British royal family.

The agency to advise on the setting up of businesses is to be based at the factory of Ganz-Únset, the largest British joint venture in Hungary.

Mr George Soros, the Hungarian-American financier, offered \$250,000 to provide a quarter of the costs of such schemes. Both he and Prince Charles, assumed that the British Government "know-how fund" of £5m a year would provide similar matching funds.

## Nuclear plant shuts early

A sodium leak from the secondary cooling circuit of the prototype fast reactor at Dounreay, Caithness, Northern Scotland, shut the plant ahead of its routine summer shutdown. Sodium in the secondary circuit is not radioactive. The leak, from a cracked weld in a heat exchanger, occurred on April 25 and was reported to the government's nuclear inspectors and the UK Atomic Energy Authority workforce at Dounreay.



US Vice-President Dan Quayle yesterday paid tribute to the "special relationship" between Britain and the United States when he visited British Prime Minister, Margaret Thatcher at Downing Street. During a short address outside No.10, Mr Quayle said "There is no substitute for Nato. There is no substitute for peace and freedom"

## GUINNESS TRIAL

## Saunders 'persuaded' to agree £3m fees

By Raymond Hughes, Law Courts Correspondent

MR ERNEST Saunders told Department of Trade and Industry inspectors investigating Guinness how he had been "persuaded" by colleagues to agree to £3m fees being paid to City stockbroker Mr Anthony Parnes and Sir Jack Lyons, the millionaire financier, the jury at Southwark Crown Court heard yesterday.

The persuasion, the former Guinness chairman and chief executive told the inspectors, had come from Mr Olivier Roux, then Guinness's director of finance, and US attorney Mr Thomas Ward, another Guinness director.

Pressed by Mr David Donaldson, QC, one of the inspectors, Mr Saunders conceded that, with hindsight, the fees had probably been too large. But, he said, "we were talking about success fees American style" following Guinness's successful bid for Distillers.

Transcripts of Mr Saunders' interviews with the inspectors are being read at the trial in which he, Mr Parnes, Sir Jack Lyons and Mr Gerald Ronson, chairman of the Heron group, deny charges arising from an

allegedly unlawful share support operation mounted by Guinness during the bid.

Interviewed in February, 1987, Mr Saunders recalled a discussion with Mr Roux and Mr Ward when he had been persuaded that Mr Parnes and Sir Jack should each be paid £3m.

By "persuaded" did Mr Saunders mean he had been reluctant? asked Mr Donaldson.

Mr Saunders replied that Guinness had just won a very large bid, "Roux particularly felt Parnes and Sir Jack had provided extremely valuable

services to him. Ward seemed to agree. We were talking about success fees American style. What I would say was I did not dissent."

Mr Donaldson: "You were a senior director of this company, did you not form your own view about whether it was proper to spend £3m of Guinness shareholders' money paying Mr Parnes?"

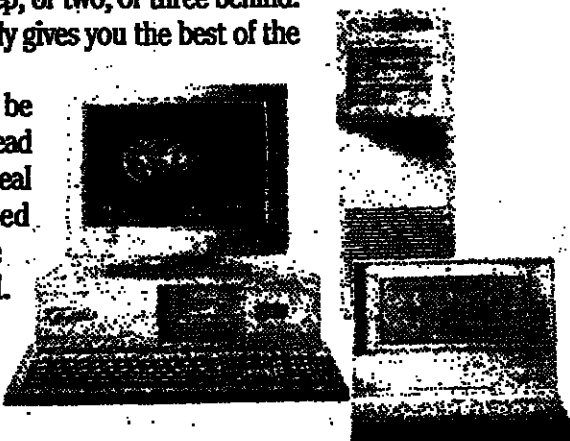
Mr Saunders said he had been persuaded that Mr Parnes had provided exceptionally dedicated services to Mr Roux. The trial continues today.

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## TECHNOLOGY

## The clean life for blood

For an accident victim, a timely blood transfusion could save a life. Yet purging viruses from donated blood is still an impossible task. Blood banks commonly throw away tainted blood.

But an experimental technology for treating cancer could remove the thousands of plants wasted every year. Quadralogics, a biotechnology firm based in British Columbia, is cleansing blood using photodynamic therapy - the "fourth alternative" to surgery, radiation and chemotherapy.

The treatment relies on infra-red light switching on "photosensitizers". These are light-sensitive compounds which absorb energy when an infra-red beam of a particular wavelength shines on them. They then emit a toxic form of oxygen called "singlet" oxygen which kills cancerous cells.

The basic principle works in a similar way for cleaning up blood. Collection technicians usually spin donated blood at high speeds, separating it into red blood cells, watery serum and platelets. Each component goes into separate bags.

Under photodynamic treatment each bag would contain a small amount of Quadralogics' photosensitising drug, benzoporphyrin derivative (BPD). An infra-red light would bathe the bags, either hung up or lying on a conveyor belt, triggering the drug which emits the lethal molecules of oxygen and kills the virus.

The key to the technique's success lies in the drug's affinity for viruses. It tends not to collect in healthy cells. So although the blood parts also absorb light they contain no BPD and remain undamaged.

The long list of viruses lurking in blood includes AIDS, hepatitis, syphilis and cancer-causing HTLV-1 virus. David Dolphin, head of the project, says preliminary work shows that "we can reduce the number of viruses 10 times." But he warns: "We can never claim that our technology will eradicate these viruses completely."

Baxter Healthcare Corporation of the US is sharing development costs with Quadralogics in exchange for exclusive marketing rights.

Stephanie Yanchinski

Back in 1973 the Chicago Mercantile Exchange launched futures contracts on financial products in a move that reshaped the US capital markets. Today new technology is bringing futures to some of the world's less developed financial markets as a whole range of countries hope to join in the black box revolution.

Futures contracts are traded on anything from hogs and orange juice to Swiss francs and Treasury bonds. They are agreements to buy or sell a specified amount of a specific commodity at a date in the future. The fast-moving markets are renowned for high returns and high risk, but they have become an indispensable tool for institutions to hedge their cash investments.

For this reason, many countries with developing capital markets are eager to move into the area of derivatives. Futures have traditionally been bought and sold in squashed trading floors where each broker acts as his own clearinghouse, yelling out bids and offers which he backs up with a flurry of hand gesticulations. New technology is moving all this on screen.

It is much cheaper to set up a screen trading system than it is to equip a trading floor and train brokers. Derivatives, therefore, can reach the less-established markets more easily. Mexico and Korea are both considering a futures market place and Belgium is planning to set up a screen system by next year.

The march of screen trading has been the cause of much controversy in Chicago - the birthplace of futures trading which still leads the world in volume - where independent traders fear they will become obsolete as screens provide users with a direct route to their trading partners. But in many countries with no established system of open outcry futures trading, screens have been used to start a new exchange.

When the New Zealand Futures Exchange started up in January 1986 it was one of the world's first wholly automated derivatives exchanges trading contracts such as bond and wool futures. The exchange got off to a modest start by trading several thousand lots a day. It has since grown into a market for purely financial products with a volume of more than 40,000 contracts a month.

Screen trading proved the answer to New Zealand's specific problems in that its users are spread across the country

Deborah Hargreaves examines the latest automated systems to arrive on the world's futures exchanges

## Screen trading sweeps the floor

and there could be no agreement on a location for an exchange. The trading system in place in New Zealand was developed by London's International Commodities Clearing House (ICCH), which has a long-established relationship with the derivatives markets through its clearing function.

The ICCH has since developed a successor for New Zealand's system, offering a more customised trading arena which can be tailored for individual exchanges. This system, ATS/2 (Automated Trading System), was installed at Dublin's International Futures and Options exchange in May last year and for trading in white sugar futures at London's Futures and Options exchange (Fox) in June.

London's automated white sugar contract was launched three years ago in direct competition with a similar product traded in Paris, a market which is not automated. London has developed into the busier market, proving that screen trading can compete successfully with more traditional forms of trading.

The Fox exchange is a hybrid futures market where sugar is traded on screen and other products such as coffee and cocoa still change hands by the time-honoured method of open outcry. Mark Rindell, Fox chief executive, believes the two ways of trading can complement each other. "While the floor is a superb way for filling large orders, electronic trading is a cost-effective vehicle for launching new contracts to gauge their success," Fox is planning to launch futures trading and a metals index in the next few months, both on screen. Rindell does not rule out moving these contracts to the trading floor if they become successful.

White sugar traders at Fox have worked closely with the ICCH over the past three years to modify their system to fit more closely with the traders' needs. But they are likely soon to switch over to a rival system, Fast, which has been developed at Fox and takes ATS a step further.



system, Fast, which has been developed at Fox and takes ATS a step further.

In the highly competitive market for suppliers of screen trading systems, traders and exchanges can shop around for the most up-to-date technology. John Payne, head of the sugar committee at Fox, says traders started to look around at rival systems when ATS went through a troublesome period of performance last autumn.

When the ATS system goes down, trading in white sugar futures continues over the telephone. This happened quite often during one of the ATS's development phases last October. A system's propensity to fail is an unresolved nightmare for its developers since it can

often be caused by circumstances beyond their control.

Nevertheless, ATS's difficulties gave the exchange a desire to pursue its own screen system. Fast is the result - based on an after-hours trading system in place at the Sydney Futures Exchange. While it is a third cheaper to run than ATS, the new system has appealed to traders' fascination with gimmicks by providing a screen that can change colour to suit each trader.

The technology behind most electronic trading systems does not vary much between developers, but screen presentation has been a way of differentiating a product. Fox's new system provides bright blocks of colour with which traders can

highlight each function they use. Other systems are equipped with even brighter graphics which try to reproduce on screen the dynamics of open outcry futures trading.

This is what the London International Financial Futures Exchange has done with its Automated FT Trading system, which it uses to extend its floor hours. AFT uses icons to represent traders and relies on a certain amount of trading skill to use.

Screen presentation is turning out to be a big sticking point in talks between Chicago's major futures exchanges - the CME and the Chicago Board of Trade - on combining their two screen markets. Globex, which is being developed by the CME and Reuters and which the exchange is pushing as an industry benchmark, provides straightforward, order-matching while the CBOT has bowed to pressure from its independent traders to opt for a system which relies on trading skills to use.

In the end, John Hull, executive vice president at Reuters in the US, believes the company will supply two types of screen for different classes of trader. These will include spreadsheet screens for large brokers along the lines of Globex's planned presentation - accompanied by more visual screens for individual traders.

The ICCH says it will tailor its screens to the way traders want them. It has been working closely with traders at the New York Mercantile Exchange on the development of an electronic system for trading during the night and is awaiting the exchange's verdict on the pilot project.

Screen trading is yet to be tested in an extremely busy and rapidly-moving market, which is why some of Chicago's traders are so dubious. Electronic trading will not be able to respond to orders as quickly as individuals on a trading floor, they say. Payne, who trades white sugar on screen, agrees: "A low volume market is very suitable for screen trading, but for high volume I have very mixed views. I don't think we're ready to look at any of Fox's other contracts on screen."

However, screen trading is proving attractive for exchanges which want to extend their trading hours or as a cheap way to gauge the interest for newly launched contracts. At the same time, it is being used by new exchanges to get off to a start and to link their often diverse market users.

## Closer look at TV graphics

Computer graphics engineers at Channel 4 News had a small problem with the state of the art computer equipment that was used to re-launch the news programme last week.

In trial runs the graphics, which animate television pictures in real time and in three dimensions, gave famous people, such as President Bush and Mikhail Gorbachev, a third eye by distorting their features for dramatic effect.

Television news is not noted for distorted images, but the engineers deliberately set out to distort the typical opening sequence to make it more eye-catching.

The idea was to use a computer-generated image, a pass light diagonally over deliberately darkened opening pictures.

The effect was eye-catching but the initial computer attempts created the illusion of additional eyes as it passed over famous faces, a problem that was overcome by the time the first broadcast was aired.

The image of the long magnifying glass passing over the opening pictures was created by Channel 4 engineers using computer graphics terminals, known as Harry, made by Quantel of Newbury.

The equipment permits real time animation of designs on video disc for up to two minutes of animation. Any shape, including those on video film, can be made to move, as Harry can be programmed to run modifications to pictures in sequence to create a moving image on top of a piece of news film.

This allowed the engineers to subtly distort and lighten parts of the opening picture, in sequence, to make it look as though an illuminating magnifying glass was passing over the news film.

The process is time consuming, requiring about 45 minutes to complete the title sequence for Channel 4 News, although a short clip of film can be processed and animated in 3D in about 10 minutes, where the rest of a title sequence has been prepared in advance.

ITN was the first television newsroom in the UK to use

computer graphics, in 1982. The work was based on ITN's own VT80 computer graphics equipment, based on a Digital Equipment Company Microvax II computer. The VT80 was derived from the earlier VT30, which was used first to provide computer graphics for the television coverage of the 1974 UK general election.

Harry enables the engineers to manipulate in real time action pictures in a computer simulation of three dimensions. Harry is to be used with the existing VT80 computer graphics equipment which also offers animation and with the Quantel Paint Box computer graphics equipment used for the generation of still graphics and pictures in two dimensions. Paint Box is a multi-colour electronic painting system. The still pictures can be incorporated into the animated sequences generated by VT80 and Harry.

Richard Tait, editor of Channel Four News, says the ability to use 3D animated graphics in real time superimposed on news film will not result in changes in editorial judgments about news or the content of the news programme. "The technology will make us more picture conscious and we will look for stronger pictures," he says.

"But we have the graphics power to make things more dramatic for the viewer than they were before. A sudden coup in Libya, for example, where there might be no pictures, could lead us to do a short profile with computer generated animated graphics in 3D."

Tait says the initial aim was to break down the old distinctions between which machines did which work: "The effect is seamless. Computer graphics as we now use it is a way of binding the whole production process together."

Richard Norley, senior designer for Channel Four News, says although Harry can edit up to two minutes of film, the engineers hope to be able to link it to digital video recorders to make an infinite amount of film material to be processed with animated sequences.

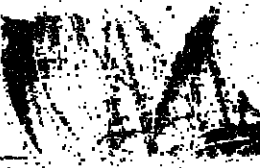
Lyndon McLain

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## FT LAW REPORTS

## Distributor can sue in English court

MEDWAY PACKAGING LTD v  
MEURER MASCHINEN GMBH  
& CO

Court of Appeal:  
Lord Justice Fox, Lord Justice  
Parker and Lord Justice  
Ralph Gibson;  
May 3 1990

A FOREIGN manufacturer's obligation to give notice of termination of a distribution agreement to an English company carrying on business as its UK distributor, should be performed in the UK at the distributor's place of business, unless otherwise agreed. And accordingly, where the distributor claims against the manufacturer on the basis of failure to give reasonable notice, he may proceed in the UK, though the manufacturer is domiciled in a country which is party to the Civil Jurisdiction Convention and the sale contract between the parties would have been performed ex-factory in that country.

The Court of Appeal so held when dismissing an appeal by the defendant, Meurer Maschinen GmbH & Co, from Mr Justice Hobhouse's decision (FT, October 20 1989) refusing to set aside proceedings served on Meurer in West Germany by the plaintiff, Medway Packaging Ltd.

Article 5 of the Convention on Jurisdiction and the Enforcement of Judgments in Civil and Commercial Matters, incorporated into English law by the Civil Jurisdiction and Judgments Act 1982, provides: "A person domiciled in a contracting state may, in another contracting state, be sued: (1) in matters relating to a contract, in the court of the place of performance of the obligation in question..."

LORD JUSTICE FOX said that in a claim for breach of contract Medway pleaded it was an English company, distributing drink and stretch wrapping machines. Meurer was a West German engineering company specialising in manufacture of the machines. Meurer agreed to appoint Medway as exclusive UK dis-

tributor of the machinery, from February 1 1981. It was a term of that distribution agreement, implied by reason of business efficacy, that it could be terminated by either side on the giving of reasonable notice.

In breach of the exclusive distribution agreement, Medway pleaded, Meurer authorised another company to act as UK distributor, purporting to terminate the distribution agreement without giving reasonable notice.

Meurer claimed £269,000 damages for breach of contract. The UK and West Germany were contracting states under the Civil Jurisdiction Convention. Paragraph 2 of the Convention provided that persons domiciled in a contracting state should be sued in that state. However, Article 5 provided that in matters relating to contract he might be sued "in the court of the place of performance of the obligation in question".

Medway contended that place of performance of the "obligation in question" was in the UK.

The present appeal was from a decision of Mr Justice Hobhouse, who refused to set aside service of a writ on Meurer in West Germany.

It was common ground that the case should be dealt with on the basis that Medway must establish a good arguable case.

Mr Justice Hobhouse held that Medway had shown a good arguable case that it had an exclusive distribution agreement with Meurer, and that it was entitled to reasonable notice of termination.

The agreement was informal and undefined. It included an obligation by Meurer to sell goods to Medway at a 15 per cent discount, and, arguably, not to sell goods to anyone else in the UK.

Goods sold by Meurer to Medway were ex-factory in Germany. Consequently, so far as the sale contracts were concerned, Meurer's obligation was to deliver the goods in Germany for onward carriage by Medway's agents to the UK.

The judge concluded that Meurer's obligations under the

contract were: (i) in Germany, to sell goods to Medway at 15 per cent discount; (ii) arguably, during the currency of the agreement, not to sell goods to any other UK importer; (iii) arguably, to give Medway reasonable notice before terminating the agreement.

Those findings and conclusions were not in dispute on the appeal, nor was it disputed that the relationship between the parties was one of buyer and seller, not principal and agent.

Meurer denied any continuing obligation to supply goods to Medway, or that Medway had exclusive rights. It accepted for the purpose of the present issue that a distribution agreement existed between itself and Medway.

Paragraph 3 of Part 1 of the Convention provided that as to the meaning and effect of its provisions should, not related to the European Court, be determined in accordance with principles laid down by any relevant decision of the Court.

In *De Bloos 1976 3 ECR 1497* the grantee of an exclusive right to distribute a product complained of unilateral breach without notice by the grantor and sought damages and dissolution of the agreement.

The European Court determined that where the grantee of an exclusive sales concession charged the grantor with having infringed the exclusive concession, "obligation" in article 5 referred "to the contractual obligation forming the basis of the legal proceedings", and that in disputes concerning the consequences of the infringement, such as damages or dissolution, the "obligation" was "that which the contract imposes on the grantor and the non-performance of which is relied on by the grantee".

In *Schenkel v Kreisler 1987 3 CMLR 782* a German architect sued a Dutch client for fees for preparing plans of a building in Germany. The Court held that the obligation by reference to which place of performance was to be determined was "the contractual obligation which formed the

actual basis of the legal proceedings".

It said: "The place in which that obligation is to be performed usually constitutes the closest connecting factor between the dispute and the court having jurisdiction over it, and it is this connecting factor which explains why, in contractual matters, it is the court of the place of performance of the obligation which has jurisdiction."

The decision therefore affirmed *De Bloos* as laying down the general test.

Accordingly, the present court had to determine what was the place of performance of the obligation which formed the actual basis of the proceedings.

The *Schenkel* case could not be regarded as supporting, as a general test, either the place to which performance of the contract was most closely connected, or the place where goods were supplied under the contract.

As to the latter, the present court was concerned with the alleged breach of the distribution agreement which contained no provision as to the supply of goods ex-factory in Germany. It was the sale contracts which provided for sales ex-factory.

The question was, which alleged contractual obligation was the actual basis of the present proceedings?

The court was dealing with a contract which was allegedly repudiated and where the repudiation was accepted by the plaintiff. The repudiation consisted in (a) failure to give reasonable notice of termination, and (b) appointment of another UK distributor.

The first of those related to an obligation to give due notice of determination.

That notice was required to be given in the UK. Unless there was some provision in the contract to the contrary (which there was not), a requirement to give notice to

an English company carrying on its business in England must be interpreted as an obligation to give notice at the company's place of business in England.

The company or its authorised officers could no doubt waive that in any particular case, but that would be a concession.

The obligation itself was an obligation to give notice in England. It was therefore to be performed in England.

It could be reasonably regarded as the principal obligation in the case, because it was the giving of proper notice which brought the whole contract to an end.

With regard to breach of the agreement for an exclusive agency, the nature of the obligation was negative. It was an obligation not to supply another English distributor.

The negative obligation could be broken either in Germany or in England.

On the other hand, the grant of an exclusive right of distribution in England carried with it an obligation on the grantor's part so to act in England and Germany as to respect fully the rights of the grantee under the distribution agreement.

In the circumstances, it could not be said that the contract for exclusive distributorship was wholly performable by Meurer in England or in Germany. The judge realistically concluded it was as much performable in one country as in the other.

There was no reason to interfere with his decision. The appeal was dismissed.

Lord Justice Parker and Lord Justice Ralph Gibson agreed.

For Medway: Duncan Matthews (Middleton Potts)  
For Meurer: Peter Brunner (Hodleys)

Rachel Davies  
Barrister



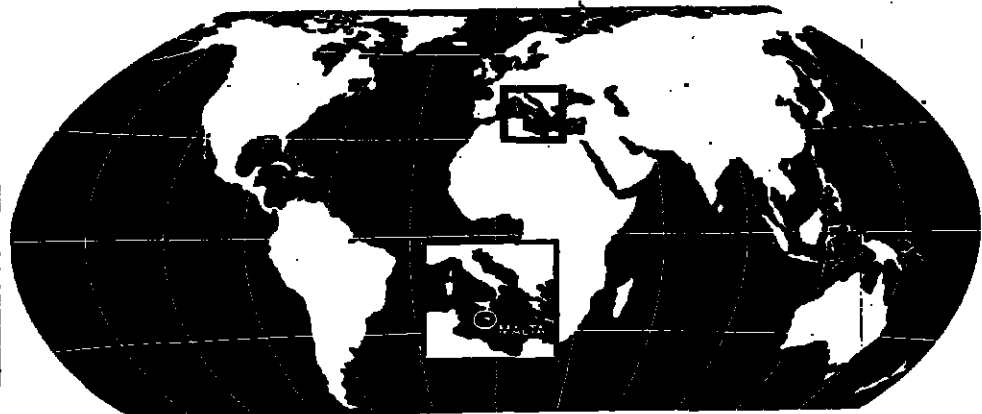
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### Windsong.

You're reluctant to leave the windsurfing.

Your muscles are rather tired, but the splendour of the moment spurs you on. The crystal-clear sea slips past beneath you whilst the sun outlines your figure against the background of a sail aglow with colour.

An attractive coastline flies past. So attractive that it sometimes distracts you almost to the point of making you lose your balance for an instant.

Perhaps, in a while, the idea of enjoying seafood with your friends in that restaurant by the sea, will make you drag yourself away from your surfboard for a moment. But, for now, you'd rather make the most of the unrivalled climate you've found in Spain.

You haven't enjoyed windsurfing so much in ages. Perhaps that's why, as the breeze pushes you along and the waves gently rock you, you seem to hear music. A happy tune hummed by the wind.

The lyrics of the song are simple: 'Spain'.

Spain. Everything under the sun.



From the beach your friends see you flash past. They can't see your face but they can guess that it's glowing with happiness.

## MANAGEMENT

## Executive agencies

## Bringing civility to the civil service

Hazel Duffy reports on the process by which the concept of customer-led management is being introduced

There's a lot of talk about service in Whitehall these days; as a result, Britain's ministers and civil servants are being forced to think managerially.

The concept that there is a customer out there somewhere, whether he is a small trader who must pay his VAT to Customs & Excise, or the unemployed who have to sign on in order to draw benefit, has traditionally not had much impact on senior civil servants.

The quest for greater efficiency - which often led to cuts in services - dominated the 1980s. But Margaret Thatcher wants government services to be seen as more caring, and more professional. Long queues at shabby social security offices do not give the right impression.

Efficiency also means people getting their passports on time, or being dealt with civilly by the Inland Revenue. Even the bankrupt might expect more efficient treatment of their plight.

The catalyst for this new way of looking at government service is the executive agency. Two years ago, the Prime Minister endorsed the proposals to set up agencies for the bulk of

executive type government work, which were set out in the Next Steps report compiled by her Efficiency Unit. The handwagon is rolling along merrily. Eighteen government bodies join the existing 12 to become Next Steps agencies. The Government plans that half of the civil service will be in agencies within the next two years.

Each agency has a framework document hammered out between ministers, the permanent secretary of the department and the chief executive-elect of the new agency. The documents set out the long-term objectives.

Drawing them up has caused a lot of soul-searching within departments. For the first time, ministers and civil servants have had to put in writing what the services actually are, and identify the structure of decision-making.

They have also had to formalise their frequently informal relations with the Treasury. Informal did not necessarily mean that they were good; the relationship involved "a fair bit of shadow-boxing", according to one official.

Managers of the agencies set up so far have been told that

they can recruit junior and middle manager equivalents, without having to refer to Whitehall, or use the sometimes cumbersome Civil Service Commission recruitment route.

As the bigger agencies get going, this delegation of power to the new chief executives begins to mean something. Stephen Curtis, who runs the Driver and Vehicle Licensing Agency (formerly the DVLC), has about 1,000 staff in this category.

But he has little scope for switching money between different pots within the overall discipline of his budget. Nor can he carry money over from year to year. The Department of Transport wants the agency to become a trading fund, which will enable Curtis to do this.

The Treasury wants to be satisfied that granting the DVLA this freedom - it collects vehicle excise duty as well as issuing licences - will not result in any loss of control over public spending.

For the general public, the performance targets, which will be revised and published each year, are the only means by which to judge the changes

in the civil service. They are two-pronged, covering costs and service standards.

The process of arriving at the targets reveals the interplay between ministers and chief executives, and their staff in the field.

Michael Fogden, chief executive of the new Employment Service, has been set a tougher target by his minister on getting the unemployed into jobs than his managers believed to be achievable.

But he must also meet the target that a specified proportion of those placed will have been unemployed for a long period, and that a number must be from the inner cities. The targets imply some conflict. It is clearly easier to get people off the unemployment register who have been there only a short time than those who have not had a job for many months.

Fogden also must reduce the percentage of incorrect payments of unemployment benefit, which the ES pays out on behalf of the Department of Social Security. If he meets all of his 20 or so targets, he will get a bonus equivalent to 10 per cent of his salary.

To help him get there, he needs the dedicated support of his managers. For that, he knows he must be able to vary the pay of his managers to reflect the scale of responsibilities.

A manager of the inner-city Brixton office obviously has a tougher job than the manager of the Bournemouth office. For the moment, he can only pay according to civil service pay scales.

A seminar organised recently by the Royal Institute of Public Administration and KPMG Peat Marwick McLintock attempted to focus on service in the non-trading sector.

It revealed senior officials juggling with a concept which has been low down the list of priorities for much of their working lives, and learning how to meet service targets while keeping within tight budgets.

Customer service is not being defined only in terms of agencies. All departments are examining those sections which have some sort of contact with the public.

But the Treasury, it seems, is a bit sceptical. The Treasury, it seems, believes service can only be bettered if more money is made available to depart-



ments and agencies. Quite simply, the money is not there. Non-Treasury officials say that the Treasury is only interested in efficiency, not effectiveness.

British Rail's Network South East, which is also told to give its long-suffering public a better service while its financial subsidy from government is progressively cut, was an appropriate case study.

Network South East has some competition, however. Most government services have none, which makes many old-style civil servants wonder what all the fuss is about. Scepticism is clearly common.

Demoralised by low pay and staff cuts, the middle manager equivalent asks: "What's in it for me?"

Unknown to them, it is a question also asked by some ministers. Most are not enthused by managerial topics. They want to leave their department having been seen to have done a good job. But the benefits of civil service reforms will only come through in the longer term than the normal ministerial span of office.

Managerial converts among senior civil servants are conscious of the problem of con-

vincing staff. A long-serving middle ranking civil servant asked his senior: "What do you mean by customers? This is a public service". Long explanations about the need to change attitudes made no impact.

The dilemma for the emerging managers is that their staff - frequently life-long civil servants - might display commendable qualities like loyalty and commitment to their department. The other side of these qualities, however, is that such people are averse to taking risks; they cling to the rules. The changing civil service wants both.

Some senior civil servants also oppose the reforms, although not openly, of course. Snake signals are that there is much inside talk of "tension" within departments.

The Department of Social Security, which will be putting the majority of its business into agencies over the next year, refers euphemistically to the tension as being "creative".

What it really means is that the whole relationship of the headquarters and the agencies must be painstakingly worked out to give managers enough incentive to manage.

Whitehall, however, will be intent - too intent, some think - to keep control over the agencies. Unusually for government, the tussles are being played out more publicly than the private sector would ever permit. But it is still much too early to predict whether the changes in the public sector will be real, or cosmetic.

## How customised training can help to retain staff

It is now up to the employer to make more use of collaborative higher education programmes, says Robert Allen

In the 1980s the British Government and the country's employers lobbied a challenge at institutions of higher education.

Polytechnics, colleges and universities were told to become more flexible, more relevant and more responsive to the economic needs of employers and the nation.

The climate created by government cuts spurred educational practitioners to look more carefully at what they offered. Too often in the past the attitude to employers and individual students was: "Here is what we have. It is self-evidently good. Take it or leave it."

Now many higher education institutions have responded by producing customised training programmes. The polytechnics, in particular, have shifted the balance. What, they will ask employers and students, do you want?

A number of programmes have emerged which have put the onus on the customer. This change is expressed by the increasingly flexible structures that allow students

and their employers to put together training packages that are more appropriate to their needs and interests.

The idea of the Credit Accumulation and Transfer Scheme (CATS) - still preached more than practised - has become one of the buzz-words of the last few years. Under this scheme students can transfer into a Polytechnic or College credits for skills and experience they have gained outside the traditional classroom structure; accumulate further credits for work being done in an educational institution; and then move all these credits on elsewhere, if necessary.

Programmes of this type are impressively progressive because they allow students to determine what and how they want to learn. However, their introduction was born of a fear that both the number

of students and the funding for them would dry up.

One imaginative form has emerged where the idea of "credit accumulation" has been used to develop schemes specifically for individual employers. Companies like W H Smith, Jaguar, IBM and Sainsbury have looked for new ways of upgrading and updating the skills of their employees in a way that is satisfactory to both employer and employee.

The Woolwich Equitable Building Society, for example, has just held a graduation ball for its first customised graduates. In a scheme run jointly with Thames Polytechnic, students are credited with up to two-thirds of an undergraduate degree on the basis of their in-company and professional training. They then take a package of distance learning, residential courses

and project work jointly provided by Thames Polytechnic and the company; this provides them with the final credits towards a degree. Such a programme would have been hard to imagine, never mind graduate from, a few years ago.

## Providing a network

These sorts of idea are being extended and developed. Their potential is being explored further with a new scheme being set up by Thames Polytechnic in conjunction with the Brewers Society to provide a national training programme. This will include both undergraduate and postgraduate degrees, beginning in 1990 with an MSc (Brewery Business Management). This employs the same principles

as the Woolwich scheme but goes one step further by providing a network of polytechnics and universities around the UK which students can attend to gain their credits. The next step, of course, would be to cross the Channel and even the Atlantic.

Such programmes, though they are increasing in number, are still relatively marginal. But they express a change in attitudes which is reflected elsewhere in the higher education system.

But they are not without their problems. Companies and colleges often have to make compromises to accommodate each other's suggestions. Nor have these changes been adopted throughout the British higher educational system. They tend to predominate in the polytechnics and colleges, though there are very obvious exceptions in the

university sector. The picture is therefore patchy. But the mould has been broken. It now becomes possible for employers to get what they want.

However, this is not where the story ends. There is now a new challenge - to the employers themselves. British management has often seemed (to its competitors) curiously afraid or disdainful of training. As the recent report from the European Round Table of Industrialists pointed out, expenditure on training per employee is £1,600 in the US, but only £200 in the UK. Too often, those responsible for training strategies still see higher education as a barrier, rather than a means of retaining staff.

Even when they consider higher education they may be very conservative, looking automatically to the

universities and to the MBA for management education. Both may be perfectly appropriate; equally they may not. Similarly, the desire to minimise costs often takes priority over a view of education and training as a strategic investment.

Some companies, however, are looking to higher education as a supplier of flexible and collaborative training. Now in 1990 the challenge has changed. The challenge is to industry to take advantage of what has happened: to accept education and training as a long-term strategy; to accept the responsibility for providing substantial funds for the educational sector; to forget its prejudices and pre-conceptions, particularly about polytechnics.

If UK training, particularly at the higher levels, has not improved substantially by the end of the century, it will not be a failure of higher education to meet the challenge put before it, but of the customer.

Dr Robert Allen is the director of educational and training developments at Thames Polytechnic.

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## ARTS

Govan  
Stories  
GLASGOW

It may be Glasgow's year as European City of Culture but the trades union-inspired Mayfest remains firmly rooted in the local community. The Scottish People's Theatre, to give the long-established 7:84 company its full name, will be touring its celebration of Govan to various arts centres next week. This week it can be found in The Arches, a wonderfully atmospheric space, a well-lit windowless complex of stone walls and brick vaults from an Expressionist film (*Metropolis* crossed with *M*) which houses the exhibition "Glasgow's Glasgow" besides bars, shops and a theatre.

The company of five young actors under Rosanna Benn's direction has compiled a dramatisation of writing about the great ship-building area by its residents, some of whom turned professional, others observing their husbands' careers as a labour of love. At one extreme is Elizabeth Crombie Reid (31 this year), whose evocation of the wives' revolt when they discovered how much their husbands earned in "Pay Pake Explosion" conjures a picture of warm and funny street-life with sturdily separatist working-men, their outraged womenfolk and well-turned out prostitutes. At the other, 15-year-old Kelly McCahill, a pupil at the local secondary, provides a series of wide-eyed letters about life, love and school to an Indian girl that show up Adrian Mole as a truly pathetic character.

The mixture of affection and detachment is summed up by James Miller who died last year, a professional writer who never gave up his job with Govan Shipbuilders. His childhood memory of a young man, a butcher's boy to help an unemployed dad, and the sardonic anecdote about the old headline cleaner whose ability to fish out rotting animal corpses is finely recounted as elegiac as it is able even by the management efficiency expert (arrogant English accent) are vivid, warm-hearted glimpses of an insider.

If a consistent theme emerges it's that Scottish men can be pretty characterful. Bill Kidd's "Just Like Him" chillingly recalls the brutal masculinity of a father despoiling a bookish son; and how the son despises the violence he discovers in himself. Martha Freeman's "A Divorce" is a funny and trenchant look at how a victim finally retaliates against her violent husband; and David McFarlane's "Words Dissembled" is a wickedly accurate (if a little southern, occasionally unintelligible) dialogue between two schoolboys assessing the sexual potential of the girls they know with much bravado, giggling and achingly cumbersome jokes.

Some of the themes have a dramatised documentary ring - "The Junkie" is a bit too much of a catalogue of symptoms - and the story of an unemployed man, mentally ill, going to pieces in the face of the threat of smoking, doing, radio time signals, trying to remember what he has to do today, is split by the interval, thereby ruining its continuity. But the stylistic range (and Peter Fulton's poetic impressionistic terse and economical as a Chinese water-colour counter the robustness) is impressive. The cast is uniformly excellent, though invidiously I would advise you to watch for Eleanor Slaven and Tom Smith, the youngest of the company and immensely promising.

Martin Hoyle

## TELEVISION

## Characters good, bad and indifferent

Which of the new comedies seems likely to last? The *Upper Hand* on ITV on Tuesdays looks like an efficient little number, written to a carefully contrived formula: a male housekeeper arrives with his streetwise daughter to work for the rich woman advertising executive who lives with her two-clever-by-half son. (Told to see who is at the front door he does just that, and leaves them there.) An Anglicised version of an American hit, it looks as though the situation will be stronger than the characters. *KITV* on BBC on Thursdays is created by Radio 4's *Radio Active* team. Many of the lines in Episode 1 sounded like radio scripting and - disconcertingly, and contrary to expectation - they seemed less sophisticated than television. In front of a furious, another hit, *Up the Garden Path*. Here the central character, Izzy, is so thoroughly funny that you worry lest she - like Magnus Pyke, Lucinda Lambton and other professional television "characters" - palls quickly. In the first episode, however, as performed by Imelda Staunton, she was flexible and hilarious from the off living in a pigsty, guzzling cake, swooning over her lover, Michael, a married man played by Nicholas Le Prevost (one of the best dead-pan comedians around) she had all the character you could possibly want.

Commentator Ted Lowe has done as much as anyone, except perhaps the BBC cameramen and OB directors whose extraordinary skills are rarely noticeable until you see the game being covered elsewhere, to push smookey up the list of popular television subjects. But before next year's *World Snooker Championship* somebody should speak to him about his style. Everything he says is now delivered in a dramatic whisper, and the portentiousness has become embarrassing. Oral exclamation marks hang on the end of every sentence, and his rhetorical "I wonder what's going through his mind" "So! The fortunes once again change!" He would do well to go back to the basics of expert commentary, delivered at good level intervals.

## Beatrice and Benedict

MUSIC FACULTY, CAMBRIDGE

Undamned by the fact that one of our national companies has recently scored a success with *Beatrice and Benedict*, Cambridge University Opera Society decided to have a go at the play. The opera is a Shakespearean opera is notoriously difficult to stage; so, if you think you have an idea that will make it work, there is no reason to hold back, even at student level.

In its attempt to fuse dialogue and delectable musical numbers within a light comic framework *Beatrice and Benedict* holds both the source of its fascination and its downfall. Where English National Opera chose to update the spoken text, the Cambridge production by Stephen Taylor made a conscious about-turn and reverted to the original Shakespeare. It



New comedy on the BBC, spawned by radio: 'KITV'

Judging from the evidence offered by Christopher Terrell's *Inside Story* on BBC1 about racism in sport, it is disconcerting that the highly successful athletics coach John Isaacs was not selected as an official coach for the Los Angeles Olympics. He is black. That there are regular shouts of "Shoot that nigger" during Everton football matches is disgusting. If Jackie Aggrey really was consistently better than the white hunder selected in his stead, the selectors should be hounded. That said, it is not much help to have yet another programme which sets out to reinforce the preconception that Britain is a uniquely or even unusually racist country. Sadly racism, like tribalism, seems to be a universally distributed human characteristic. So how does it help to have this programme producing a professor who asserts that sport is the one place there is a "gleam of hope" for black success in Britain? Are Trevor McDonald and Maura Stuart signposts of our imagination? Are they not a glimmer in the business of television journalism? Or Gary Wilmot and Lemmy Henry - don't they represent a glimmer in comedy? Is the black domination of rap and soul another glimmer? Ah, but that is all well, you know, show business. Yet nobody prevents Professor Stuart Hall or Beverly Anderson appearing as pundits/sociologists/teachers. Are Paul Boateng and Diana Abbott not a glimmer in poli-

tics? Television's habit of taking the worst examples of racism in Britain and pretending that there are no countervailing bright spots may be one of the reasons why the ideal of integration is now disintegrating as black people form more and more exclusive groups, in sport, music, politics - everywhere. It is a depressing example of television's dreadful lack of subtlety and discrimination.

What a pity the studio discussion following the last of BBC's *Troubleshooters* series was such an uninspired and uninspiring affair. The producers seemed to have invited into the studio as many participants as there were minutes in the programme, and then ensured that nobody had proper time to speak because they got chairmen Brian Redhead to emcee a clip from every programme in the series. Since we had just watched the episode about Morgan cars which exemplified many of the most interesting problems in British manufacturing detected by Sir John Harvey Jones, we might have had a far more interesting programme if the producers had had the courage simply to put Sir John up against those who do not believe that the bottom line is the holy grail.

My first reaction upon receiving review copies of two books about London Weekend Television - *Buzzing The View* by David Docherty and *The Wal-*

den Interviews edited by David Cox (19.95 and 24.95 respectively, both published by Bantam Ltd.) - was to wonder whether we could possibly gain anything from the minutiae of ITV history. There have been pretty well documented now, what with the Sendall/Potter trilogy and numerous other books in recent years; and the point about Brian Walden's interviews is that they are such good television. But having read most of both over the Bank Holiday weekend I shall be delighted (despite desperate space problems thanks to the recent avalanche of media books) to add them to my collection. Docherty's account of LWT's fortunes is an abnormally successful combination of formal history and personality chat: everything from the night a furious Rupert Murdoch stormed out of David Frost's programme vowing to buy the company, to the details of the rows over the Dennis Potter plays. It is highly readable. So is the Walden book, yet that is valuable for two other reasons. First there is Cox's fascinating introduction describing how Walden is prepared for each interview by his production team. Secondly there is the value of being able to go through the interviews with Thatcher, Lawson and so on at your own speed; quite different from watching them flit by on a Sunday morning.

The tendency for television to

screen supposedly ironic documentaries about the print medium is becoming a teeny bit tiresome. Do not assume this is the reaction of a touchy print journalist: I have for years, as the files will show, been calling for television to start doing as good a job of criticism, in all senses, on print as print does for television. Every day you can find somewhere a newspaper critic celebrating something marvellous seen on the box. When did you last see a television programme celebrating something marvellous found in print? *Viz*, *The Documentary* on Channel 4 was much like the BBC's recent *Killer Bimbos On Fleet Street*. It is an indictment of *Bimbos* that anyone who does not read the tabloid papers would have left the programme with only the vaguest idea of what sort of publications these "bimbos" are producing. The programme was so busy trying to joke away the ineffectuality of feminism in Fleet Street and to parody tabloid style that it never seemed to tell you anything much about the female journalists or their journalism.

*Viz* suffered from a similar vicious determination not to do anything so embarrassingly gauche as offer facts. It was never made clear who reads this scatalogical, yet highly successful comic - children, teenagers, or adults. Indeed the producers were so preoccupied with parodying current affairs techniques (from Roger Cook's *World In Action*) that the subject pretty well disappeared.

It is one of the joys of television that you never know where or when you are going to bump into something wonderful - as you switch to avoid some ghastly quiz or zap from the news to a comedy. But it can also be tantalising: too often you catch the last 15 minutes and are left suspecting you have missed something superb. The latest sign of Sunday's *Buzzing* on BBC1 was spellbinding, and I hope a quick repeat is planned. It looked marvellously simple: soldiers explained how it felt to fight and kill other people. Producer Pamela Smith laid out the questions, let the men talk, and simply interspersed some Falklands footage. The only other television programme I have seen which matched this *Buzzing* on its subject was Charles Wood's magnificent drama *Tumbledown*.

Christopher Dunkley

## Das verratene Meer

DEUTSCHE OPER, BERLIN

With his new stage work *Das verratene Meer*, introduced on Saturday at the Deutsche Oper in a production by Götz Friedrich, Hans Werner Henze retraces the operatic thread that he seemed to have abandoned after *The Bassarids* of 1968. The intervening decades took his work in other directions - into musical agit-prop after 1968, a tendency culminating in the "actions for music" *We come to the River for Covent Garden* in 1976, and later towards a stylistic pluralism in which parody and pastiche rubbed shoulders with a variety of "authentic" voices: *The English Cat* (1983) and Henze's exuberant reorchestration of Monteverdi's *Il ritorno d'Ulisse* (1987) embodied that phase. But there are no such masks or filters distancing the composer from the drama in *Das verratene Meer*; if such a thing as a single Henze idiom can be identified, then the score exploits all its facets, from terse, explosive expressionism to over-extending lyricism.

*Das verratene Meer* ("The Treacherous Sea" - as the libretto's English title) has a libretto by the poet Hans-Ulrich Thiel, based upon Yukio Mishima's *Gogo No Eiko* (The Sailor who fell from Grace with the Sea). It is the best known English version. For anyone who finds the mixture of Japanese nationalism, sadomasochism and homo-eroticism in Mishima's later novels a queasy one, this lightly drawn libretto represents his art at its most palatable - a story of crisp imagery and pellucid description, in which his perennial themes of honour and sacrifice are compellingly interspersed with the erotic.

Noboru is a 13-year-old boy in post-war Yokohama. He belongs to a precocious gang of teenagers clinging to the ideals of the old Japan, to its codes of honour and the inextinguishable cruelty of fate. He spies upon his mother, Fusako, and watches with alarm her burgeoning affair with the seaman Ryujik, the sailor represents all that is wrong with the new, increasingly Westernised Japan. In its soft-centred, adult compromises, and particularly his willingness to forsake an "heroic" career at sea to remain with Fusako. The gang sees no reason why but to regard Ryujik as a hero by giving him a hero's ritual death.

It's a disturbing opera subject, at once strangely foreign and yet striking all kinds of tangential chords - about hard-edged youthful expectation and adult acceptance, and the clash of modernity and tradition. Thiel's libretto removes some of the important subtleties - there is, for instance, a strand in Ryujik which yearns for the old heroic life, and which leads him to a self-sacrifice of the fate the boys prepare for him - and it tends to iron out the protagonists; the mother Fusako in particular, who is given Henze's most glorious vocal writing, hardly develops a credible role. Implicit in the libretto is that the boy's conflicting loyalties to his gang and to his mother are never firmly grounded. Henze though develops the scenario with immense subtlety and care. His score is laid with great structural care - distinct

groups of material for the mother, the sailor and the boy and his friends - and separate sound worlds too - strings to accompany Fusako, wind for Ryujik, piano and tuned percussion for the boys. The first act, set in the spring, is full of sharp contrasts, coiffe string chords, pounding brass toccatas; the second, "Winter," is altogether thinner, the lines stretching themselves, the inventions marvellously telling. The scene in which the gang plots the murder in meticulous detail is the opera's crux, and produces a sequence of haunting musical images. The proportions are not quite right when the actual climax is inevitable the action needs to hurry towards it but instead seems to hang fire fractionally. The cruelty in the story too is never quite as realised musically; Henze is by inclination a generous (some would say uncritical) musical inventor and the toughness the drama sometimes requires is lacking.

That apart, though, it is a right when the actual climax is inevitable the action needs to hurry towards it but instead seems to hang fire fractionally. The cruelty in the story too is never quite as realised musically; Henze is by inclination a generous (some would say uncritical) musical inventor and the toughness the drama sometimes requires is lacking. That apart, though, it is a right when the actual climax is inevitable the action needs to hurry towards it but instead seems to hang fire fractionally. The cruelty in the story too is never quite as realised musically; Henze is by inclination a generous (some would say uncritical) musical inventor and the toughness the drama sometimes requires is lacking.

Mostly things were much better. Stephanie Stumme was unable to sing the part of Fusako but acted through it while the lines were sung, expertly. For Henze's soprano writing is fiercely demanding in the late scene, from the side of the stage by Beverly Morgan. The baritone Andreas Schmidt was the sailor, rather obscured vocally in the first half, coming to terms with the role better in the second, and the tenor Clemens Bieher the son, inevitably a little old looking as was the whole gang (more important than it might seem, for Mishima makes clear that the boys will not be punished for the murder, because the age of criminal responsibility is 14).

The conductor was the young Markus Stenz, producing a wonderfully rich sound from an orchestra which could have been delivering this score for years; there is more than enough in it to deserve such devotion.

Andrew Clements

## Bintley work postponed

The *Planets*, David Bintley's new work for the Royal Ballet, has had its premiere postponed from May to August 1. It will be replaced in the schedule by Frederick Ashton's *A Month in the Country* with Sylvie Guillem making her debut in the role of Natalia with Antony Dowell as the tutor.



Carol Vaness in the revival of Piero Fagioni's 1989 production of 'Il trovatore' which opened on Monday at Covent Garden

## ARTS GUIDE

## THEATRE

## London

Anything Goes (Prince Edward). Cole Porter's slyly comic-going 1930s musical in Jerry Zuck's delectably belated production comes from the *Lagoon* Center in New York and is undeniably fine (784 2851, cc 885 2428).

Joe and the Jewell (Apollo). Tom Conti is the alcoholic journalist in Keith Waterhouse's fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs (497 2685).

Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garrick's 1765 novella. Musically interesting and well directed by Trevor Nunn, a production of glow but not much grit (497 3695).

Shadowlands (Queen's). Four-tissue weepie about the love affair between crumbly Oxford writer C.S. Lewis and the cancer-stricken American poet Joy Kilgus. William Nicholson's play is irresistibly emotional. Edith Manktelow's direction is superb (784 1106/498 2648).

Stuttgart. Mielke City Theatre, Marienstr. 12. Peter Mihal, director of the Stuttgart-based International Festival of Mime, has put together a truly world-class programme. Founder of the Mielke Theatre, he will present a dozen

specialist groups and artists from eight countries. Ends June 4 (0711/659205).

## New York

Cat on a Hot Tin Roof (Booth). Eugene O'Neill. Kathleen Turner, whose electrifying gothic looks embody Tennessee Williams' character Maggie, is surrounded by an excellent supporting cast. *Booth* (212 692 1100).

Graves of the Living (Booth). The Steppenwolf company's interpretation of the Steinbeck epic novel has taken a long time to reach New York from Chicago; the wait was worth it.

Wendy Wasserstein's award-winning drama covering 50 years in the life of a successful American baby boomer accompanied by the musical and emotional favour of the period (239 6200).

Gypsy (St James). This 30th anniversary production does more than revive a rich, vivid musical; it also introduces a new better in the Marxman tradition. Tinsy Dally, as the bossy, times and times Rose, who shamelessly leads her daughter into burlesque while rejecting a personal life for herself (246 0102).

Grand Hotel (Marin Booth). Tommy Tune, Broadway's present musical director, directs this remake of the Garbo film in an elegant, but somewhat random setting (246 0102).

Sweeney Todd (Circle in the Square). An intimate production of the Southern-Wholesaler musical emphasises the descent into madness of Bob Gordon as the demon barber of Fleet Street (239 6200).

Jerome Robbins' Broadway (Imperial). Anyone attracted by the notion of three hours of film

trailer previews will adore this compendium of Robbins' directed not too much of an exaggeration given the predicted total expenditure on art of around \$750m in New York over the next fortnight - go off to a sound but not starting start on Monday when Christie's disposed of contemporary art for just over \$40m (\$24m).

The downside was the 25 per cent unsold. This would have been reasonable three years ago but since then contemporary art has taken off, almost rivaling the impressionists in value, and the high bought in percentage reflects the caution which has entered the world's financial, and consequently the art market, in the last six months.

Still there were many impressive prices, not least the \$2m (\$3.8m) paid by the Fuji Gallery of Tokyo on behalf of Mr Waniuchi, a Japanese businessman, for "Kiss II," a large canvas by the arch pop artist Roy Lichtenstein of two lovers kissing. Painted in 1962, this cropped, cartoon style, painting needs no words. It was a record for Lichtenstein but plum in the middle of its estimate.

The New York dealer Richard Gray paid \$5.17m (\$3m) for "Piss Christ" by Jean Dubuffet, painted in 1963 as part of his Paris Circus series and showing all the vitality of the subject. It was a record for the

Fraternity (Pegasus Players). John Stoen's political drama focuses on the civil rights movement of the 1960s and 70s. (271 2638).

A Chorus of Disapproval and The Rogers Opera Company. With clever scheduling, Alan Ayckbourn's comedy about putting on *The Rogers Opera* appears in the city of the week itself. (785 4472).

Kilbert Loves (Goodman Studio). Director Miles Nichols teams up again with writer Julie Pfeiffer to explore middle-aged love. Ends May 13 (445 8900).

## Tokyo

Kabuki (Kabuki-za). Performances this month feature two leading companies (specialists in female roles), as well as a traditional name-taking ceremony. Excellent earphone guide in English and Japanese-language programmes. Ends May 27 (541 3131).

King Lear (Sogetsu Hall, near Omotesando). Japanese avant-garde director, Tadashi Suzuki, working with American actors, has produced a radical reworking of Shakespeare's tragedy (in English). Thms (406 1126).

Piss Christ (Anyama Theatre). Japan's most famous director, Yukio Ninagawa, tackles Jesus's "unstable" masterpiece in Japanese, with a cast headed by two popular young rock singers. Should be fun (241 7717).

Noh (National Noh Theatre). Atsuo: the famous story of the servant Benkei and his lord Yoshitsune, who disguises himself as a Buddhist priest to pass a military checkpoint. Known also in Kabuki as *Koshichiro*. Wed at 1pm (423 1831).

Uncle Vanya (Goodman). Michael Magdo directs John Mahoney in David Mamet's new adaptation of the Chekhov classic. Ends May 25 (448 3900).

Steel Magnolias (Royal George). Ann Francis and Marcia Rodd play the leads in this view of southern life from under the dry-as-a-bone heatstroke establishment (888 9000).

May 4-10

## SALEROOM

## Stabilising around £1m

The two most vital weeks in the history of the salerooms not too much of an exaggeration given the predicted total expenditure on art of around \$750m in New York over the next fortnight - go off to a sound but not starting start on Monday when Christie's disposed of contemporary art for just over \$40m (\$24m).

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artist, and went comfortably above forecast.

The Gagosian Gallery paid \$3.74m (\$2.94m) for "Untitled XII" by de Kooning, a 1982 work in which the symbols inherent in landscape are explored through subliminal references to nature. "Brown, black and blue" by Rothko went for \$3m (\$1.8m). "Round the World" by Sam Francis for \$1.8m (\$1.2m); and "Untitled," one of seven paintings from his "Back series" for \$1.1m (\$858,678), a record for this artist. The height of the canvas, 69 inches, represents the height of his wife but the original intention of making it 15 inches in width, reflecting his wife's back, was defeated by aesthetic second thoughts.

Another record was the \$1.1m paid for "1955-D," a red canvas by Clyfford Still. The price was well below its top estimate of \$6m, reflecting the fact that the auction houses are well aware that they are operating in a less certain economic climate, and are advising vendors to accept conservative bids.

In all there were ten artist records and eleven lots topped \$1m. It all goes to show that the art market is coming down from the peaks of a year ago but is stabilising at a high, but perhaps sustainable price level.

Antony Thorncroft

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# FINANCIAL TIMES

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Wednesday May 9 1990

## The training challenge

THE history of British vocational training and education is largely a history of failure. Good intentions have never been translated into effective action. As a result, more than a century after concern was first voiced, Britain still possesses neither a network of high quality technical schools nor a flourishing industrial training system. Companies, schools and government have all failed to address the needs of the average employee.

The need to improve training is now widely recognised. Changes in the nature of work have rapidly increased the skill demands of most jobs. Companies and other employers require flexible, well-educated staff capable of showing initiative and responding rapidly to changing circumstances. Training programmes need to be broadly based and not tied to the short-term needs of particular jobs.

The UK Government has accepted the case for reform. It is creating a network of 82 employer-led Training and Enterprise Councils. The TECs will be expected to assess local training needs and find ways of meeting them. They will assume responsibility for publicly-financed schemes for training young people and unemployed adults.

A second plank of policy is to set clear national training standards. The National Council for Vocational Qualifications (NCVQ) is attempting to rationalise a jungle of vocational qualifications created over decades by a plethora of grant-awarding bodies. Existing qualifications are being slotted into one of four ascending levels of vocational competence. The NCVQ is also vetting a wide range of new vocational courses, many in sectors which did not previously award formal qualifications.

Experimentation with training credits or vouchers is a third – and more tentative – strand of policy. Young people in pilot schemes run by TECs will receive credits with a face value of up to £1,500. They will be able to spend the vouchers on training offered by their employers or by specialist training providers. Credits are intended to play a motivational role – both encouraging youngsters to invest in their own futures and dissuading employers from offering jobs without training.

There is much to welcome in this policy framework. The TECs seem to be generating considerable support in the business community, such enthusiasm is a vital precondition for a successful reform of training. The combination of national competence standards, overseen by the NCVQ, and flexible delivery of local training programmes, overseen by employers, represents a judicious balance between central direction and local autonomy. Training credits demonstrate a welcome willingness to embrace new ideas.

### Wrong signals

But big problems remain. The Government is right to argue that industry should spend more on training. But it is sending the wrong signals by sharply cutting its own spending just as TECs are trying to mobilise support. The budget for youth training is being cut by 25 per cent over three years. Allowing for inflation, this implies a real cut of perhaps 40 to 45 per cent.

It would make more sense to maintain the real level of expenditure on youth training. The demographic dip would then be met by a rise in per capita spending and a long-overdue improvement in the quality of programmes. In the past, far too many youngsters on government schemes have ended up (at best) with rudimentary qualifications. This was partially a reflection of funding: quality training cannot be provided on the cheap.

Funding, however, is only part of the story. In training, the Government must also provide clear leadership: it must set the goals by which the community as a whole will be judged. Last year, Sir Norman Fowler did just this: half the employed workforce, he said, should achieve the NCVQ's level three (roughly the vocational equivalent of A levels) by 2000. Mr Michael Howard, his successor as Employment Secretary, has disavowed many in the training world by refusing to endorse such goals. He argues (wrongly) that the narrow performance targets set individual TECs are a substitute for these wider objectives.

TECs, moreover, are clearly a product of the 1980s when the priority was to cope with sharply rising youth unemployment rather than to boost skill levels. Around 90 per cent of their budgets is absorbed by programmes targeted at the young jobless and the adult unemployed. Such schemes fulfil important roles but they do not address the training needs of the bulk of the workforce, nor do they offer a substitute for the rigorous apprenticeship schemes found abroad.

National standards of vocational competence are crucial if Britain is to raise the quality of training. Yet it is far from clear that the NCVQ's approach is sufficiently rigorous. In continental Europe, examinations are externally set and marked; and trainees have to pass both written and practical tests. Similar procedures are necessary in Britain if employers are to take vocational qualifications seriously. An increase in the breadth of vocational courses is also essential: on the Continent, in addition to mastering a wide range of technical skills, trainees are normally also expected to continue studying academic subjects such as maths and languages. This ought to happen in the UK.

### Lack of teachers

The UK's educational reforms are threatened by a lack of qualified teachers. The same constraint applies in youth and adult training: the difference is that it is almost certainly more severe. After decades of neglect and the near disappearance of traditional apprenticeships in many industries, the UK lacks the human resources required for a training revolution. It has nothing to compare with the West German *Meister*, who plays such an important part in the training of young recruits. If Britain wants to raise the standard of industrial training, it must invest resources in the training and certification of trainers.

As the Government seeks to improve youth and adult training, it will have to confront two fundamental questions. The first is the risk involved in relying so heavily on voluntary action by employers. There is no guarantee that the present burst of enthusiasm will last. Employers do not have a direct interest in the training needs of the wider community: TECs, like so many previous initiatives, may easily prove a disappointment.

During this century, the school leaving age has risen in tandem with the intellectual demands of employment. It may now be time to consider an element of compulsion in training. It would not be draconian to insist that all 16 to 18 year olds engage in some form of part-time training. Legislation that obliges companies to release youngsters for training would do more to concentrate industrial minds than any quantity of ministerial exhortation. It may be the only way quickly to raise skill levels.

The other fundamental issue is the role which schools should play in vocational training. The absence of a tier of technical schools comparable with those found on the Continent and in Japan is the single biggest failure of British post-war educational policy. But if the 14 to 18 year old curriculum was reformed to meet the needs of the majority, many vocational qualifications could be achieved by students in full-time education. A more determined attempt to raise the school staying on rate must accompany efforts to expand employer-led training if the UK economy is to remain competitive in future decades.

### TOP TEN FRENCH BIDS IN US...

Buyer	Target	Sector
Victoire	Colonia	Insurance
Rhone-Poulenc	RTZ Chemicals	Drugs & Health foods
BSN	Jacobs	Abstracts, ceramics, plastics
BSN	Galbani	Tyres
BSN	Smiths	Metal cans, boxes, foil
Orkem	Coates	Chemicals
BSN	Walford	Electronic data systems
Credit Lyonnais	Credito	Oil & gas
Lafarge	Cement	Clothing
Suez	Batavia	Chemicals

### ACQUISITIONS IN EUROPE

## George Graham on French foreign takeovers Voracious appetite for acquisitions

Between 1986 and 1989, those that remain in the state sector have been encouraged to expand abroad and to finance their expansion by tapping the capital markets with a variety of instruments.

The financial position of French companies, too, has changed radically. A study conducted by Credit National, the long-term financing institution, shows that a sample of about 50 of France's largest companies boasted combined net losses of FF102bn in 1989; they barely broke even in 1988, but moved to combined profits of FF102bn last year. Their total debt has been reduced from 4.5 times cash flow and 1.6 times equity in 1985 to 2.5 times cash flow and 77 per cent of equity in 1989.

Many French companies have also felt spurred to expand by the impending changes in their business environment. The opening up of the European internal market in 1992 – formerly viewed by many French managers as a threat – is now seen as a gleaming opportunity. It has prompted companies in sectors as diverse as chemicals and insurance to begin a quest for the critical mass thought necessary to compete in this new, wider arena.

French companies are certainly assisted in this search by the relative lack of financial market pressure. They can afford to take a longer-term view of the profitability of their investments than their Anglo-Saxon

competitors in the UK or US.

The Paris Bourse may make the same kind of analysis as Wall Street or the City – shares often fall sharply in the short term, as Saint-Gobain did two weeks ago on the announcement of a large takeover. But the market reaction is not as heavy: for even though French companies appear to spend their time building "hard cores" of friendly shareholders and setting up other forms of takeover defence, they actually have little fear of a hostile bid.

There are not many takeover bids in France, and hardly any of them are hostile and we certainly don't have any raiders waiting to take advantage of a temporary weakness in a company's share price. Instead of being obsessed by their short-term financial results, companies can look at long-term issues, says a leading French takeover specialist. Managers such as Mr Antoine Riboud, chairman of the BSN foods group, though apparently obsessed by the fragility of their capital, are quite happy to accept earnings dilution after a major acquisition. Three years is widely regarded, both by business and by Paris-based analysts, as a reasonable time horizon for earnings per share to return to their pre-acquisition level.

Mr Riboud showed with his restructuring of Générale Biscuit that he is capable of keeping this bargain (although his acquisition last year of

Nabisco's biscuit interests has been digested much more quickly).

The luxury is that France's state sector, which tended in the past to show a breathtaking nonchalance about the profitability of its investments, is now perhaps more concerned about financial returns than the private sector.

Chairmen of French state-owned companies are appointed for three-year terms. These days, the best way of ensuring that your appointment is renewed – whatever your political friendships – is to produce profits. One case in point is Mr Jean-Benoit Fourton – appointed by the right-wing government of Mr Jacques Chirac to head the Rhone-Poulenc chemicals group but retained when the socialists returned to power in 1988.

As far as the private sector is concerned, however, taking the long view and concentrating on size can have its disadvantages, especially given the uncertainties surrounding economic growth in the industrialised world.

It sometimes means that companies pay too much for targets they know too little about – a charge levelled at Saint-Gobain in the case of Norton. It may mean, that they are stretching their home-grown management resources too thinly. The ability of French corporations to work successfully with foreign managements in large-scale ventures remains unproven. Some critics point to a destructive tendency to try and impose French management values

on foreign acquisitions which have flourished independently under a quite different management culture.

In some cases, the quest for size has also been pursued almost at the expense of a clearly-focused business strategy. "The industrial logic of many of these foreign takeovers isn't always very clear. There is a naive search for scale," complains one French management consultant.

"The dominant reasons given for acquisitions are always strategic size and market share. It is rare that anyone talks about shareholder value," comments another consultant.

Take, for example, the FF10bn purchase of a controlling stake in West Germany's second largest insurance company, Colonia, by the Victoire insurance group last summer. This may yet turn out to have been a stroke of genius, but it cannot solely be attributed to Mr Jean-Marie Vernes, Victoire's then head, had more than a hazy idea of what exactly he was buying.

"The French are bad negotiators in takeover bids; they arrive on the scene too late and they pay too much," says a Paris banker.

The performance of foreign acquisitions under French management has been distinctly mixed. There have been resounding successes such as the purchase of Big 3 in the US by Air Liquide, the industrial gases group. At the other extreme, some companies have already suffered, having paid too much for their prey: last year, the state-controlled oil group Elf-Aquitaine took a FF10bn write-off on its purchase of Texas Gulf, the US phosphates company. Clearly, Texas Gulf was too expensive.

Saint-Gobain, however, cannot be accused of rushing in to buy Norton without doing its homework properly. It is believed to have been studying the company for eight years. And with Mr Felix Rohatyn of Lazard Freres, one of New York's most experienced dealmakers, as its main adviser in the US, it can scarcely be said to lack negotiating talent.

By stepping into the middle of a takeover battle, Saint-Gobain is paying what Mr Jean-Louis Baffa, the company's chairman, describes as a "full value" price. "I would never have launched an unfriendly bid," he said after the Norton announcement.

In fact, with a few exceptions such as Institut Mérieux's purchase of Connaught BioSciences in Canada, recent French acquisitions in North America have all been friendly. Paris investors have launched an unfriendly bid, he said after the Norton announcement.

By a factor of 15, Saint-Gobain's average net return on sales has been 2.4 per cent, BSN's 8.1 per cent. Saint-Gobain's return on shareholders' funds in the latest comparable year was 21 per cent, BSN's 36 per cent. And so on.

Sir Owen is politically suspicious about the thinking that allows a company such as Saint-Gobain to pay such prices. "Through the City or elsewhere, we don't have the kind of support which I suspect the French have. And it's interesting that the French Government has a stake in Saint-Gobain. I'm sure there's a geopolitical aspect to French buying programmes, otherwise I don't see how they can make the same work."

## Vive la différence

According to a BTE executive, there is a strategic purpose behind this discipline. "The reason we keep within the guidelines is that it's very necessary to keep refreshing your cash position. That enables you every three or four years to move on, perhaps to a new technology, or even a new thrust for the business."

This could perhaps be pointed to as an instance of the short-termism supposedly endemic in the Anglo-Saxon business culture. The snag is that in BTE's case, it produces the goods. By any reckoning, BTE's financial performance over the past decade has been superior to Saint-Gobain's. Saint-Gobain's earnings in the period have grown by a factor of five, BTE's

by a factor of 15. Saint-Gobain's average net return on sales has been 2.4 per cent, BTE's 8.1 per cent. Saint-Gobain's return on shareholders' funds in the latest comparable year was 21 per cent, BTE's 36 per cent. And so on.

### Intellectual banker

Mr Jacques Attali, 46-year-old special adviser to French President François Mitterrand, has long been a strong favourite to become the president of the new multinational bank for the European Bank for Reconstruction and Development.

He dreamed up the idea of a new bank for eastern Europe; he persuaded the French Government to promote it, and he has chaired the international negotiations to settle its statutes and terms of reference. By next year, the EBRD is his to launch.

But his candidacy has not been trouble-free, if only because France is already excessively favoured in the top international jobs. At present, there is a Frenchman who is the President of the European Commission (Jacques Delors), there is another Frenchman who is the Secretary General of the OECD (Jean-Claude Paye), there is a third Frenchman who is Managing Director of the IMF in Washington (Michel Camdessus), and there is a Frenchwoman who is the Secretary General of the Council of Europe (Catherine Lalumière).

Moreover, when France succeeded in getting Mr Michel Camdessus appointed IMF Managing Director in 1987, whom did he defeat? Mr Otto Rüdiger of the Netherlands. It looked as though it might be difficult for other countries to accept another French victory at the expense of the same Dutchman.

Mr Attali has abundant claims to the brand of intellectual brilliance which is so admired in France. He has been special economic adviser at the Elysée ever since President Mitterrand was first elected in 1981. In addition, he is a remarkably prolific author, with 14 books published in the past 17 years, mainly on economic or social science

topics, and a novel in 1989 which won a *Grand Prix du Roman*. However, a biography about the late Sir Edmund Hillary, was less well received. It has to be said that not everybody in France is an unqualified admirer of Mr Attali, however. In the recent biography of President Mitterrand by Yves-Olivier Giesbert, Attali is depicted as an anxious and obsequious courtier, ever watchful on the comings and goings in the President's outer office. Giesbert also blames him, together with Laurent Fabius, a former French Socialist Prime Minister, for having persuaded President Mitterrand to undertake the disastrous French refutation of 1981-82. It is not a record which will enter him in to every international banker.

### Irish problem

Ireland is gearing itself up for something much more important than its EC Presidency and Dublin summit. It goes to Italy next month to compete in the finals of the football world cup, the first time the country has gone so far in the competition. But there are a few problems. The Irish have been drawn in the same group as England and the Netherlands, whose supporters are not exactly known for their gentlemanly behaviour. The Irish team has still not succeeded in finding a hotel. The police on Sardinia, where the first matches are being played, say the one the Irish picked initially is too close for comfort to the English team's accommodation. Then there is the question of team anthems. In deference to their hosts the Irish supporters boom out "Que sera, sera, whatever will be, will be... We're off to Italy". But the Dutch are obviously out to confuse the Irish with their team song. It's

## OBSERVER



"You've given your occupation as 'piling in'."

### Reunion

EC commissioners will look for any excuse to spend time in Brussels, rather like that breed of old boy who can't keep away from his old school. An honourable exception is Lord Cockfield, who returned to Brussels on Monday night for the first time since his departure as Internal Market Commissioner almost 18 months ago.

The occasion – a dinner in his honour given by KPMG, for whom he is a consultant and special adviser on European affairs – provided an opportunity to warn business not to take progress in the single market for granted, and to urge EC politicians to "aim high" in their negotiations with eastern Europe and the countries of the European Free Trade Association.

Characteristically he also had some fun at the expense

of Mrs Thatcher, suggesting that the famous Bruges speech was to push political union to the centre of the Community agenda. He said he fully agreed with the British Prime Minister's desire to achieve a definition of this idea, before adding after a suitably dramatic pause: "Mrs Thatcher wants to define it, to frustrate it. And I want to define it, to achieve it."

### Belly up

My friends in Hollywood tell me that some of the biggest box office dollars these days are being generated by turtles, the walking and talking celluloid variety that is. Some six weeks after its release – *Texas Rangers* – the story of four super-hero turtles who were dipped into radioactive glue and transformed into crime fighters – has grossed a startling \$104.5m (\$2.7m).

The idea of the renaissance suggests that this kiddie story featuring turtle-heroes with names such as Michelangelo and Donatello, is attracting a fair number of grown up kids as well. The turtle saga is also giving a big boost to New Line Cinema, a small New York production house that is hoping to expand its film-making activities in Europe. Whether European audiences will be swept up in turtle fever quite as much as the Americans, is, of course, another matter.

### Chopsticks

For readers in Asia lured by the continued use of the colonial term "Far East", a solution may at last be on hand. Until now, alternatives such as "east Asia" or "north east Asia" have either been pedestrian, or inaccurate, but one frustrated reader has at last offered an accurate and evocative alternative – the "Chopstick Belt."

William Hall

Only JAL has installed a seat that is a breakthrough in design. Amongst other features it is wider, has special lumbar support and can recline further than before. New Executive Class is available on non-stop flights.



The longest post-war economic recovery ought to have provided the perfect backdrop for banks across the world to rebuild their profitability and capital after the rigours of the Third World debt crisis. Why, then, do they now confront the 1990s with a whole raft of new problems? Given the key role of the banking system in monetary policy, this question is of overwhelming importance for economic management. Yet despite clear evidence of a structural fault in large parts of the global financial system it features surprisingly little on the wider policy agenda.

The sheer relentlessness with which bad news has been emerging from the banking sector suggests that the omission will be remedied before long. The catalogue of accidents so far this year ranges from the ever-mounting bill for the rescue of the US savings and loans (S & Ls), through a global rash of bad and doubtful debts in real estate and leveraged transactions, to the problems of individual institutions such as Britain's Midland Bank, which has suffered from an ill-judged speculative bet on falling interest rates.

Clearly there is a cyclical element in all this. But that cannot explain the persistent appetite that bankers have shown over the past decade for obviously poor risks. Indeed, the outsider could be forgiven for thinking that the banking sector is an accident perpetually searching for somewhere else to happen. Nor is the impression entirely without foundation. The bankers are, in fact, victims of partial deregulation, whereby the lending side of the bank balance sheet in many countries has been opened up by liberalisation to a ferocious competitive discipline, while scarcely any discipline exists on the liabilities side at all.

First, consider the laxer side of the equation by looking at a little history. In the US banking system, interest rates used to provide an effective instrument of monetary control because lending was done at fixed rates. If the banks' cost of funds rose in response to monetary tightening, the profitability of their existing loan book dwindled, while the rate they charged new loan customers was high enough to deter new business. In Britain, where variable rates prevailed, the normal authorities depended more heavily on administrative controls to restrain credit. In a fixed exchange-rate system buttressed by exchange controls, the bank's cost of funds tended to be self-correcting. When the central bank was

## A case of vertigo

John Plender looks at a deep structural fault in the global banking system



forced to defend a currency in response to lax monetary conditions, the banks' funding dried up.

Today the Bretton Woods fixed exchange-rate system is long gone. The Americans have floating rates on both sides of the balance sheet and the British have abandoned credit controls. Banks no longer feel immediate pain when interest rates change because the burden has been shifted onto the customers. The central bankers are also more prone since the collapse of Bretton Woods to provide liquidity to pre-empt shocks in credit markets. This is one of several factors, well summarised in a recent essay by Mr Zvi Schloss, a former chief executive of the UK subsidiary of Bank Leumi Le-Israel, that have progressively weakened the link between the granting of credit and the creation of resources needed for the repayment of interest and principle.

By definition, the most profitable opportunities in banking will tend to be high-risk propositions which depend on future refinancing. While sound self-disciplining credit is likely to be low-risk, low-reward. Hence, in a deregulated market, the banks' role in lending is based on the assumption of continuous refinancing, whether in property, the Third World or the leveraged buy-outs that have helped generate the US corporate debt boom. The banks' cost of funds is greatly increased by the widespread use of sophisticated

forms of insurance such as swaps, caps, futures and options. Much recent property lending in Britain has even been directly underwritten by insurance companies.

Yet the risk in the system as a whole increases because of moral hazard – the inducement to behave carelessly when insured by someone else. The result of all this is a vicious circle in which the demand for credit increases because repayment terms are perceived to be less onerous. More lending becomes insensitive to rising interest rates, while good borrowers are penalised because rates are higher than they would otherwise be. Bank profitability becomes subject to more a more volatile boom and bust cycle.

In a fully deregulated market the depositors themselves would provide a discipline against the resulting build-up of unmet demand because fear of a banking failure would cause deposits to be withheld or withdrawn. Yet deposit insurance removes the need for people to ask why a bank was offering above-average interest rates. So, too, does the biggest form of insurance conducive to moral hazard, the central banks' role as lenders of last resort. Large and even not so large banks are no longer allowed to go bust, and banking supervision has been made more difficult because of the international diversification of bank loan books. Nor does the ownership structure provide any real discipline, witness the way in which Midland con-

tinues to stagger from one crisis to another.

The result of all this is that risk gravitates naturally to those parts of the financial system that are heavily insured; and a compulsion towards imprudent lending has been firmly implanted into the system. Capital adequacy requirements, the chief weapon in the armoury of banking supervisors, offer no real solution. If anything they encourage the "double or quits" mentality of the banker who tries to grow his way out of trouble.

Small wonder that the countries with the most sophisticated, liberal financial systems have fallen prey to excess monetary expansion. The creation of money, an important public good, has been infected by moral hazard. And because the authorities both supply funds to keep the system afloat while simultaneously raising interest rates to cope with excess money and credit, they have created the perfect conditions for stagflation.

Diagnosis is easier than cure. Full deregulation of the deposit side of the banks' balance sheet, which would reintroduce discipline at high cost to small, financially unsophisticated depositors, is politically unthinkable. A more obvious half-way house remedy, which would help prevent further trouble in the S & Ls for example, would be to reduce deposit insurance cover below 100 per cent and to limit insurance to individual depositors instead of individual accounts. Alternatively, since this insurance

amounts to a subsidy for the banks, there is a powerful case for taxing the bankers for the privilege through reserve requirements or other forms of tax. This would have the beneficial effect of making the insured part of the system less attractive to depositors, so reducing its size and importance. Yet there is opposition at the highest level in the US Treasury and elsewhere to such changes while confidence in the S & Ls remains fragile.

On the asset side of the banks' balance sheet there are still some self-correcting elements at work. The recent review and downgrading by Moody's and Standard and Poor's respectively of the debt of America's largest bank, Citicorp, is symptomatic of a tougher climate among the rating agencies after their earlier failures to detect trouble in time. A new toughness is also apparent on the part of US Treasury bond auctions, fears have been expressed that a downswing in the credit cycle in the US, and perhaps also in Japan, where bank ratios have been squeezed by collapsing asset values, could lead to a credit crunch after all.

A pause, at least, is a possibility. And a credit crunch, although it would carry a short-term cost in terms of slower growth today, would provide a non-inflationary means of writing down debt, so paving the way for sounder growth tomorrow. But the verdict of Professor Benjamin Friedman, in a report published last week by the central bankers' own think tank, the Group of 30, does not rate the chances very high. The present debt levels in the US are, he concludes, more likely to lead to rapid price inflation than to financial crisis.

Lending strength to his argument is the enormously powerful competitive impetus that is now entrenched in the liberalised global banking market. Lead to rapid price inflation bent on shrinking his balance sheet, there may well be another one – quite possibly foreign – quoting St Augustine's plea for virtue, but not quite yet.

*Variable Exchange Rates and the Quality of Credit – The Amex Bank Review Price Essays, Oxford University Press, 1989. # Implications of Increasing Corporate Indebtedness for Monetary Policy – Group of Thirty, 22 St Mary at Hill, London.*

## Cleaning up the nuclear debate

By Colin Robinson

LAST November the Government accepted that existing nuclear power stations could not be privatised and that, for the time being, there should be no nuclear building after Sizewell B. At the same time Mr John Wakeham, the Energy Secretary, announced a review of nuclear power policy in the mid-1990s.

Past reviews of nuclear policy have been dominated by nuclear enthusiasts. Indeed, the nationalised structure of the electricity supply industry (ESI) gave a virtual monopoly of information about nuclear costs to a few people who, in turn, provided governments with the benefit of every doubt to nuclear power. As a result, the industry has a history of more than 30 years of optimistic cost forecasts. In addition, the cost approach of privatisation, burdened with a collection of unsalable nuclear power stations.

To avoid repeating disastrous decisions of the past, there needs to be clearer thinking about the case for supporting nuclear power and a more open review procedure.

Three reasons for protection are embedded in the rather vague pro-nuclear case which is generally made. First, it is claimed that forcing electricity distributors to take more nuclear power increases diversity and hence security of energy supply. Diversity is certainly desirable but this form of coercion seems likely to reduce it.

Although the new electricity supply regime is not as liberal as it should be, at least it should allow distributors much freer choice of fuels. Second, it is argued that investing in nuclear power protects against long-run increases in the price of imported fossil fuels. But it is very uncertain whether such increases will occur. Nor is there any evidence that governments are better price predictors than fuel markets so that intervention will improve on the market outcome.

A more tenable argument is that nuclear investment is needed on insurance grounds in case fossil fuel prices rise sharply. But estimating the premium worth paying would

be largely guesswork which would risk inflicting on society costs which need not be incurred so early, if at all.

Third, nuclear investment is sometimes seen as a means of mitigating the adverse environmental consequences of fossil fuel combustion, especially the greenhouse effect.

However, investing in nuclear power seems a particularly costly option of reducing the greenhouse effect... if indeed there is a solution. It is improbable anyway, given public opinion, that any likely nuclear programme would be large enough to make a significant difference to the build-up of greenhouse gases.

Of these points, only the insurance premium case has any substance. But even that is fraught with difficulties in implementation. Moreover, there are external costs of nuclear power which parallel those of fossil fuels may unexpectedly rise, particularly on account of "back-end" costs. There are the health costs of "routine" radiation and, of course, the cost of accidents – not only in reactors but in processing, transportation and waste storage.

On balance, far from the case that nuclear fission power, using present technologies, deserves support from the state, it may be that markets should be restrained from investing as much in nuclear power as they would wish.

Yet a danger in the proposed review is that it may begin from the preconception that nuclear power should be supported by the state, as it always has been – a preconception which will not be challenged if the review is conducted behind closed doors (like past nuclear reviews) by the Department of Energy, the Atomic Energy Authority and the two state nuclear companies.

Keeping nuclear stations in the public sector, necessary though it was, has preserved the information monopoly whose members have a power-

ful incentive to persuade government to embark on another civil nuclear programme.

Moreover, the state nuclear companies will tend to over-invest simply because they will presumably evaluate investments at the relatively low public sector discount rate – even though nuclear stations are comparatively risky investments.

In the long term, the answer is to undermine the nuclear information monopoly and to ensure there is a genuinely privatised and competitive market for electricity and for generation fuels.

The best hope for a mid-1990s review is for a degree of openness never seen before in nuclear decision-making. Instead of a White Paper or some other pronouncement handing down decisions already made, a period of debate, probably best started by a Green Paper, is required.

The debate should start from a neutral base, asking whether there are special features of nuclear power which mean that its development should be either promoted or restrained by the state. When a decision is eventually made, it requires proper explanation, not vague statements that nuclear power is needed on security, environmental or other grounds.

That may be asking too much. Perhaps the self-interest of governments of any party will always make them wish to exercise their "judgment" without explaining themselves.

On the other hand, they may remember all those misleading statements about nuclear power from the past and, in particular, the political embarrassment of listening only to nuclear enthusiasts.

An example of this happened as notation of electricity supply neared. There was a last-minute discovery that costs were much higher than forecast and that financial markets perceived considerable risk investing in a company with nuclear power stations. A more open debate could have avoided this.

*The author is Professor of Economics at the University of Surrey.*

## LETTERS

### User-friendly electoral system needed

From Mary Georgiou.

Sir, Whichever the eventual interpretation of the results of the local elections, "Not everyone is ready for Labour." May I say whether or not Iain Macleod was right that people vote from the wallet (or purse)? Two things seem to be clear: there has been no return to two-party politics, and national opinion polls, when asked people what they want to form the next government, do not necessarily translate into results on the day.

The reason why it takes psephologists so much time and so many column inches to explain results is that elections actually do not tell us why people are voting or what they want from government, local or otherwise.

I am beginning to wonder what the point is of elections when politicians can interview them to claim support, at least in parts of the country, for their own view point. It provides them with justification for not listening to opposing opinions, which is probably where most politics goes wrong.

The present electoral system could be the culprit. Many people think first past the post voting is simple because we are only asked to vote one X to register all our feelings. With a voter-friendly system designed specially to fit the British political scene it might be possible to show our honest support of a local candidate, even one with no chance.

We could indicate a preference between the two most likely contenders and take part in choosing our government wherever we lived. It might be more complicated than voting which produces adult literacy, but it has not defeated citizens elsewhere in the new Europe. We did eventually adopt decapitalisation!

Eleven years of Mrs

Thatcher as Prime Minister has cured people of belief in minority party monopoly government.

Most of us in the Party believe with Mr Neil Kinnock that "a primary purpose of being elected to power by the people is to get as much power as possible back to the people." So why do we cling on so firmly to the present electoral system?

Without altering its collective mind about elections to the House of Commons, the Labour Party can promise now that when in government there will be a Speaker's Constitutional Conference or Commission to discuss the many democratic and constitutional changes we are already proposing.

Then when people say why they should trust the Labour Party we will be able to reply: "Trust us, we are not like the present Government; we are going to listen and share power with people."

Mary Georgiou, Labour Campaign for Electoral Reform, Guildford, Surrey

### Reality of EMS

From Mr E. E. Rowthorn and Mr M. R. Weale

Sir, The argument for Britain's membership of the exchange rate mechanism of the EMS now seems to be the same as that for "monetarism" a decade ago. We are assured that membership of the ERM will affect workers' inflationary expectations and so allow a costless reduction in inflation and an actual reduction in interest rates.

This argument is based on the premise that wages are set with a view to matching the future inflation rather than with the aim of compensating workers for past inflation. Such a premise might be convenient from the point of view of economic theorists but does not correspond closely with reality.

We now face the danger that the UK will join the ERM in the pious hope that this will work miracles. In fact the risk of devaluation makes it likely that interest rates will stay high and one can be confident that an attempt to maintain a fixed parity against the D-mark at around today's levels will lead to a significant increase in the real exchange rate with consequences similar to those of a decade ago.

R. E. Rowthorn and M. R. Weale, University of Cambridge, Sidgwick Avenue, Cambridge

### Wrong picture

From Mr Denis Filer.

Sir, Your report "Top-level vocational scheme nearer" (May 1) gave the impression that engineers are in favour of extending the National Council for Vocational Qualification scheme (NCVQ) to a new level five. This is not so.

The Engineering Council supports and works with the NCVQ in levels I-IV and indeed a joint statement by The Engineering Council and the NCVQ issued in November emphasised this support.

We believe The Engineering Council's existing arrangements cover the chartered engineer level and we see no need to impose a further level V requirement on top of an accepted and workable system.

Dennis Filer, The Engineering Council, 10 Malvern Street, London WC2

### End listing anachronism

From Mr Alan Diamond.

Sir, It is not time for the Stock Exchange to amend its listing requirements so that quoted companies can no longer retain a listing for their "A" ordinary non-voting shares? This class of equity should now be unenfranchised.

There are some 60 quoted companies that still have this unfair two-tier capital structure. Following the Government's recent redefining of its "Golden Shares" in Britoil and Jaguar, surely the time has come when this anachronism should be laid to rest. Also, by 1992 EC legislation will require London to comply with European listing requirements when "A" shares will not be permitted.

If London is deemed to be Europe's financial capital then quoted companies should be seen to have a level playing field. This would be particularly true since some Anasatum ordinary shareholders recently complained about Renown's cash offer.

Alan Diamond, 20 York Terrace West, Regent's Park, NW1

### Title reflects true nature of job

From Mr Richard Bullock.

Sir, The ECU has read with interest Della Bradshaw's report ("Quality game of follow the leader," May 3) on relations between Japanese electronic equipment makers and their suppliers. Her article covers both suppliers of components and also those who undertake "board-stuffing" and other assembly operations under contract to OEMs.

With regard to the latter, she writes that the Japanese have abandoned the term "sub-contractor company." Coincidentally, we have done the same. Thus, the name of the group we are jointly setting up with the Printed Circuit Interconnection Federation to cater for the needs of this rapidly expanding sector, Contract Electronics Manufacture (CEM), was adopted at the recent inaugural meeting attended by more than 30 members.

We believe that this title better reflects the significance of this activity which, as Della Bradshaw points out, offers OEMs very cost-effective manufacture and the highest quality standards. UK companies

have a highly professional competence in CEM, and one of the priorities of CEM is to promote this capability both at home and abroad.

It has long been an important objective of the ECIF to encourage closer ties between our members' manufacturing components and their customers to their mutual benefit. Della Bradshaw quotes the case of a UK components supplier which apparently failed to recognise the importance of long-term relationships.

I am sure this is unusual. Too often, ECU members seeking such relationships find their UK customers more interested in placing small orders to meet short-term needs.

This makes it difficult for components manufacturers to plan capacity rationally. This cannot be in the real interests of either OEMs or their suppliers: they are mutually interdependent, and neither can thrive in the long term without the other.

Richard Bullock, Electronic Components Industry Federation, Romano House, Strand, London WC2

# 071 or 081.

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On 6 May London's phone code changed. Remember, if you're calling from outside London you must first dial 071 for numbers in inner London or 081 for numbers in outer London. Likewise, when calling between the new code areas in London, you don't need to dial the new codes when calling a number in the same code area.

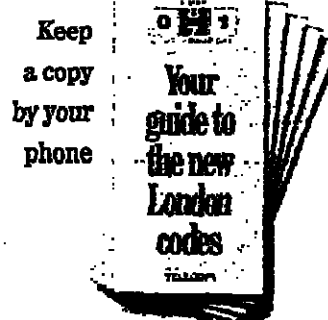
Our leaflet shows how to convert the old 01 codes to the new 071 and 081 codes. It's available at any Post Office or British Telecom Shop. Be sure to pick up a copy. Or call us free on our Helpline number 0800 800 873.

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## FINANCIAL TIMES

Wednesday May 9 1990

## A DIG IN TIME



CONSTRUCTION EQUIPMENT

## BONN SPLIT OVER GERMAN UNIFICATION

## Kohl rejects Soviet compromise

By David Marsh in Bonn

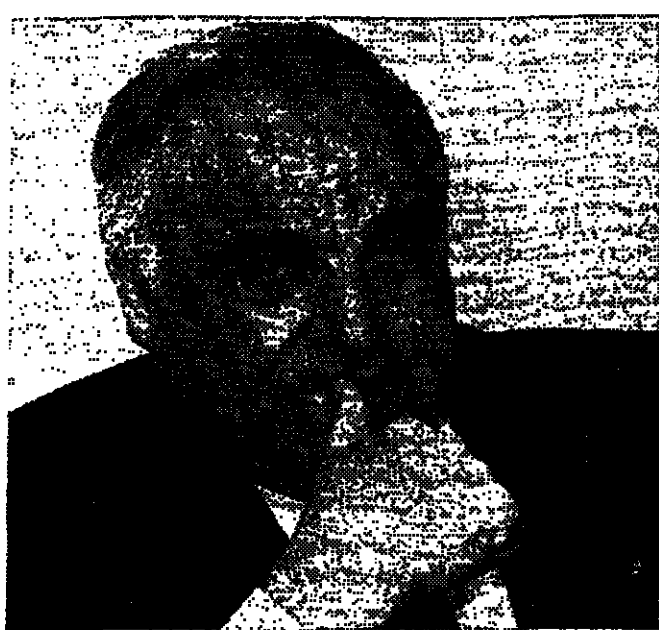
MR HELMUT KOHL, the West German Chancellor, yesterday rejected the Soviet Union's weekend proposals on German unification, reflecting a split in the Bonn coalition over Germany's future political sovereignty.

Mr Kohl risked a clear rift with Moscow by saying it would be a "fatal development" to clear up the internal aspects of German unification without simultaneously deciding that a united Germany would remain in Nato.

Speaking to reporters after a meeting of conservative party deputies, Mr Kohl said he was sticking to the timetable of deciding by the autumn all questions relating to German unity. This would be in time for the planned summit of the Conference on Security and Cooperation in Europe at the end of the year and allow all-German elections in 1991.

The surprise statement backed away sharply from the Chancellor's weekend welcome for the suggestions put by Mr Eduard Shevardnadze, the Soviet Foreign Minister, at Saturday's Bonn unity conference. Mr Shevardnadze advocated allowing German unity to go ahead before a firm decision on the future Germany's military status.

Mr Kohl's apparent U-turn reflects disagreement with Mr Hans-Dietrich Genscher, the Foreign Minister. Backed by the conservative parties in the centre-right coalition, Mr Kohl



Helmuth Kohl: rift with Moscow over Nato membership

does not accept Mr Shevardnadze's suggestion of a post-unification transition period of several years of limited German sovereignty.

Officials at the Bonn Foreign Ministry called discord between Mr Kohl and Mr Genscher "a matter of form rather than of content." But they said that the Chancellor's brusque rebuttal was likely to upset the harmony developed at the weekend meeting between the

two German states and the four Second World War victors. "Genscher had begun to water the tender plant of Soviet readiness to compromise, and now Kohl has taken a stick to it," commented one official.

Mr Kohl yesterday repeated that the Soviet Union's refusal to accept a united Germany within Nato reflected Moscow's "poker" in negotiations. This remark seems calculated to

annoy the Soviet Union. In a firm and detailed exposition on Saturday of why Moscow opposed a merged Germany in 1990, Mr Shevardnadze emphasised: "We are not playing games, and we are not bluffing."

Mr Kohl appears to want to exploit the present confusion over the Soviet Union's policy objectives towards Germany. His advisers also sense a trap in Mr Shevardnadze's proposal to "buy time" over Nato. They fear that in a few years time, it may be considerably more difficult to persuade a united Germany to accept the merits of Nato membership than it is now.

● Leslie Collett in Berlin adds: West Germany is expected to begin paying in hard currency for the stationing of Soviet troops in East Germany. The payments are likely to begin on July 2, the date for planned German monetary union.

Western officials in Berlin disclosed that the Bonn Government will pay an average DM1,000 (\$600) annually to each of the 35,000 Soviet officers in East Germany. The remaining 345,000 soldiers will be paid DM1 a day.

The remuneration of Soviet troops until now was part of a web of contractual and unwritten obligations by East Germany to the Soviet Union. Mr Kohl revealed months ago that Bonn would be willing to pay for the temporary upkeep of Soviet troops in East Germany.

## German exchanges warn UK on stock trading

By Richard Waters in London

THE SUMMERING row between Europe's stock exchanges over the creation of a single market for the shares of the continent's leading companies came to the boil again yesterday as German exchanges issued a direct challenge to London's International Stock Exchange.

At a conference at the London School of Economics, Mr Rüdiger von Rosen, executive vice chairman of the Federation of German Stock Exchanges, warned that the federation would "export" its dealing system for equities and bonds to Britain if London did not agree to co-operate fully in the development of the new Europe-wide stock market.

His warning is a return to Mr Andrew Hugh Smith, chairman of the London exchange, who recently proposed a joint Anglo-German trading arrangement based on London's *Seaq* International quotation system.

The German response came the week before a meeting of European exchanges in Copenhagen to discuss the way forward for a joint exchange. They have agreed in principle to a system for disseminating share prices of leading European companies, known as the *Euromarket*, but have not agreed on the rules for a full trading system to be added to this.

Mr von Rosen said the German price quotation system, *Edis*, had "the potential to become a stock exchange for the whole of Europe."

The German settlement system gave it an advantage over other markets, he said, while there were plans to extend the number of stock prices carried on this and to introduce bond prices. It may also be developed into a full trading system.

"We are giving great consideration to whether or not there is, for instance, an interest in this terminals in London," he said.

It would have a long way to go to overturn London's dominance of cross-border share dealing.

According to the latest estimate, *Seaq* International has captured two-thirds of all cross-border share dealing since its inception five years ago.

Mr von Rosen said an alternative to competition was agreement between exchanges on a single European market which would benefit all users of the system.

Speaking at the same conference, Mr Hugh Smith agreed on the need for a central continent-wide market, although he did not comment on what form this should take or whether *Seaq* International should play a part in it.

## Gorbachev calls for army reform

Continued from Page 1

parade on Revolution Day last year and several new items of equipment.

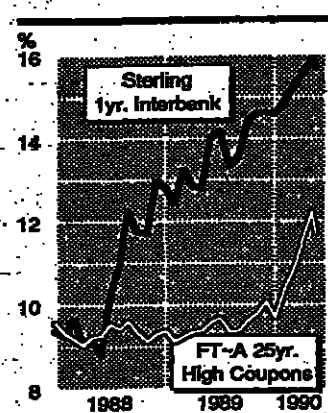
He has also shown his respect, or concern, for the military establishment by promoting Gen Dmitri Yazov, the Minister of Defence, to the rank of full Marshal. Marshal Yazov also admitted that the Red Army must undergo "radical military reform."

Today's parade past Marshal Yazov will include at least one vehicle which western defence observers say they have never seen before - an armoured personnel carrier for about 12 men. There will also be a BM-22 multi-barrel rocket launcher and a SAM-10 surface-to-air missile, neither of which have been on public display before.

At the same time there will be veteran equipment to celebrate the Soviet victory in the Second World War, including T-34 tanks and the so-called Stalin Organ multiple rocket-launcher.

## Looking to bonds for a lead

The surprising strength of the London equity market in the past few days naturally raises the question of whether this is a turning point. But the FT-SE 100 has risen by as much as twice this year already, only to fall back further each time. The immediate cause of the latest rise is the behaviour of the bond markets. But though gilts rose strongly last Friday on the local government election results, they were already falling back yesterday. And while US Treasuries responded to unexpectedly weak employment figures on Friday, they are now in the midst of the continuing three-day ritual of the quarterly funding.



ahead, as is British Bank of the Middle East. But, ironically, this has only increased its Asia/Pacific assets from less than 40 per cent of the group total in 1986, to 49.2 per cent now, underlining its need to spread its risk more widely.

## Sketchley

Recent announcements from Sketchley have had the elements of Whitehall farce, with bidders entering and exiting and the directors in the spotlight, trousers round their ankles. Some investors may have found the humour rather too black for their tastes. The same board that confidently rejected offers from Godfrey Davis and Compass has now revealed that even its lamentable profits forecast, which represented a 65 per cent decline on the previous year, was too high. The final dividend is also in question.

Two outside managers with unspecified plans for the company have been installed in preference to the bidders. The previous executive directors are departing with only their three year contracts to console them. The predators have avoided the poisoned chalice; not have Sketchley's advisers suffered the consequences of costs incurred during the two week offer from Godfrey Davis. Only the shareholders have been taken to the cleaners.

## James Capel

The UK financial sector finds ever more ingenious ways of losing money. James Capel, which largely resisted temptations to move into UK equity market making, has lost more than \$7m in three months on convertibles. In theory, higher convertible yields ought to have restricted the downside for Capel in theory, having the top analysts in the sector ought to have been an advantage. But yields are low and expertise hard to acquire in the Korean convertible market, which has been hit by oversupply and a stock market plunge in recent months.

Making markets in euroconvertibles issued by UK companies is a reasonable service for Capel to offer clients. But whether Capel needed to act as principal in Australian and Korean securities is another question. Safeguarding its excellent reputation for research, currently threatened by staff departures, was a far greater priority.

## Hongkong Bank

It is a tall order to sound more down-in-the-mouth than Sir Kit McMahon did at Midland Bank's AGM. But Midland's likely merger partner - Hongkong and Shanghai - was doing its best at its own shareholders' meeting yesterday. Beside Capel's convertible capers, there are the small matters of a still-dodgy real estate loan book at its Marine Midland subsidiary in the US, more losses in Australia, and gloomy prognostications about global stagnation from the chairman.

One's overall impression is that Midland's current embarrasments may not have done much to reduce its bargaining power in talks with the Hongkong Bank, because the latter has so many headaches of its own. True, its Hongkong retail operations are still powering

## German shares

If the Bundesbank genuinely wants Germany to house Europe's leading financial markets, it will need to change the way some senior bankers think about the rights of shareholders. A case in point seems to be Deutsche Bank's new chief executive. Edifying though it was yesterday to hear Mr Kopper advocate harsher laws against insider trading, in the same breath he was defending Deutsche Bank's rule limiting shareholders' voting rights to 5 per cent, regardless of the size of their stake. This kind of double-think has to stop if German

## E Germany admits smuggling technology

By David Marsh in Bonn

EAST GERMANY has admitted that it broke western technology transfer rules to produce its own 1 megabit chips in the late 1980s.

Mr Wolfgang Biermann, former managing director of Carl Zeiss Jena, the East German electronics and optical combine, said production was made possible only by clandestine purchase of chip-making equipment from the west.

Mr Biermann told the East German Communist party newspaper *Neues Deutschland*

that the purchases amounted to "circumventing" CoCom, the Paris-based western organisation which polices technology exchanges with the east.

"We knew which chips we wanted to produce and what was needed," he was quoted as saying. Some semiconductor production machinery was home-produced or imported from the Soviet Union, but other equipment was smuggled in from the west, with the producer's name erased, he said.

Mr Biermann, who now lives

in West Germany, is wanted for questioning by East German state prosecutors, who suspect him of irregularities during his long period in charge of Zeiss.

Production of megabit chips, achieved in 1988 after several years of investment put officially at 14bn East German Marks, was hailed by the former leadership of Mr Erich Honecker as one of East Germany's proudest technological achievements. By lifting the veil on one secret behind the

venture, Mr Biermann has confirmed both East Germany's technological dependence on the west and the vulnerability of the CoCom procedures.

Ironically, the prospect of reunification and free exchange of technology between the two Germanys has undermined the utility of the project. East German 1 megabit technology is outdated compared with advances made in West Germany.

## European fighter contract goes to Ferranti

By Paul Betts and John Mason in London

A LONG-AWAITED contract for the European Fighter Aircraft's radar system, potentially worth £1bn-£2bn (\$1.6bn-\$3.4bn), has been awarded to a consortium of Ferranti Defence Systems, recently acquired by General Electric Company of the UK.

Mr Tom King, UK Defence Secretary, said in the House of Commons yesterday that the deal was "a major milestone for British airborne radar technology."

Although there had been concerns about possible technical, commercial and financial risks in choosing the Ferranti ECR 90 radar system, Mr King told parliament that the four EFA partners - the UK, West Germany, Italy and Spain - had decided to select the British system.

Mr King did not specify the value of the project, which the defence industry has estimated at between £1bn and £2bn.

The contract is being awarded by Eurofighter, the EFA airframe contractor, to the Eurofighter consortium led by GEC-Ferranti Defence Systems, which also includes the Edinburgh System Technik of West Germany, FIAR of Italy and Inisel of Spain.

He said the six-year development contract would be awarded on a fixed price basis. The development contract is expected to be worth about £300m, of which the UK share will be about a third.

He told MPs that 95 per cent of the UK work would be carried out at GEC-Ferranti's Edinburgh base.

Mr Martin O'Neill, the opposition Labour Party's spokesman on defence, said the decision would secure jobs in the industry well into the next century and development work would also have civilian applications.

Mr King said the takeover of

the troubled Ferranti Defence Systems by GEC had been essential to the consortium's success. He said it was unlikely there would have been enough work in airborne radar to support two companies.

The deal ends a two-year political controversy over the choice of radar between Britain and West Germany, the two leading partners in the EFA project.

The political deadlock over the radar was broken in January but the award of the contract continued to be held up by disputes about indemnity terms should the radar fail to meet its targets.

These mainly involved terms for the UK to indemnify West Germany by up to DM200m (\$120.48m) in the event of development problems. However, Mr King was able to offer an indemnification package acceptable to the west

German partner clearing the way for the signature of the radar development contract.

The new Ferranti ECR 90 system is based on the Rhine Vixen radar being developed for the Royal Navy's Sea Harrier shipboard "dumppet" multi-role fighter aircraft.

It is particularly designed for use over water, one of the vital requirements of the Royal Air Force.

West Germany had earlier campaigned for the AEG-led MSD 2000 radar based on the US Hughes APG-65 system. The West Germans argued that the development risks were far smaller with the MSD 2000, in which GEC Marconi had a stake.

Bonn was also worried by the financial viability of Ferranti following the IBC affair. But these concerns disappeared when Ferranti Defence Systems was acquired by GEC.

## Rolls-Royce in deal to re-engine 727s

By Paul Betts, Aerospace Correspondent, in London

ROLLS-ROYCE has made its first significant foray into the re-engineing market for re-engining older jet airliners with a \$600m order to supply its Tay 600 engines for the entire Boeing 727-100 fleet of United Parcel Services, the US package freighter company.

The British aero-engine company said UPS would become the launch customer for a Boeing 727 engine replacement programme. The deal, including options, involves up to 280 engines for 80 aircraft.

Rolls-Royce has targeted the

re-engining of older jets as a key market for its civil engine business. Noise and pollution regulations are forcing airlines to consider ways of upgrading their older fleets of jets to meet the new rules.

However, aero-engine manufacturers have adopted different approaches. While Rolls-Royce has opted for re-engining older aircraft with new engines, US manufacturers have proposed adapting older engines to the new noise standards with so-called "hush kits".

Rolls-Royce said the potential re-engining market could involve as many as 3,000 aircraft including Boeing 727-100 and 727-200 trijets as well as McDonnell Douglas DC9 and British BAC 1-11 twin jets over the next few years.

Although the International Civil Aircraft Organisation has yet to set a time limit for older aircraft to conform to the new noise limits known as "Stage 3", many airports in the US have already introduced their own curfews and regulations.

The significance of the UPS

order was that the US carrier largely ignores the noise regulations, more immediately affected by the new noise regulations, Rolls-Royce said yesterday.

The UK group added that the advantages of replacing older engines included a 12 per cent fuel economy improvement, lower pollution levels, greater payload, increased range and lower maintenance costs.

BMW, the West German car manufacturer, will co-operate with Rolls-Royce in the Tay engine programme.

## IMF links quota increase to arrears

Continued from Page 1

concession was not too significant.

"We are in a position to determine when negotiations get seriously engaged," he said.

Mr Michael Wilson, the Canadian Finance Minister, who chaired the Interim Committee, said the agreement was a package "to strengthen the role of the IMF as the central pillar of the international financial system."

All countries had made concessions, he said. "Each country had to put a little water in its wine." Mr Pierre Bérégovoy, the French Finance Minister, said it was a "balanced agreement" and a

good compromise. France had been one of the countries pushing for a larger quota increase.

According to Mr Camdessus, the quota increase will permit the Fund to help countries in economic difficulty at a time when the transition of eastern Europe to a market based economy is likely to increase the claims on its resources.

He pointed out that these countries were likely to face balance of payments problems as they dismantled protectionism and deregulated their economies.

The IMF also needed extra funds to help finance the debt and debt service reduction measures involved in Mr

Brady's plan to help middle income debtor nations.

The planned conclusion of the Uruguay Round of trade liberalisation talks at the end of this year would be likely to increase demands on the Fund as nations adjusted to lower trade barriers.

Sub-Saharan Africa would also require IMF support.

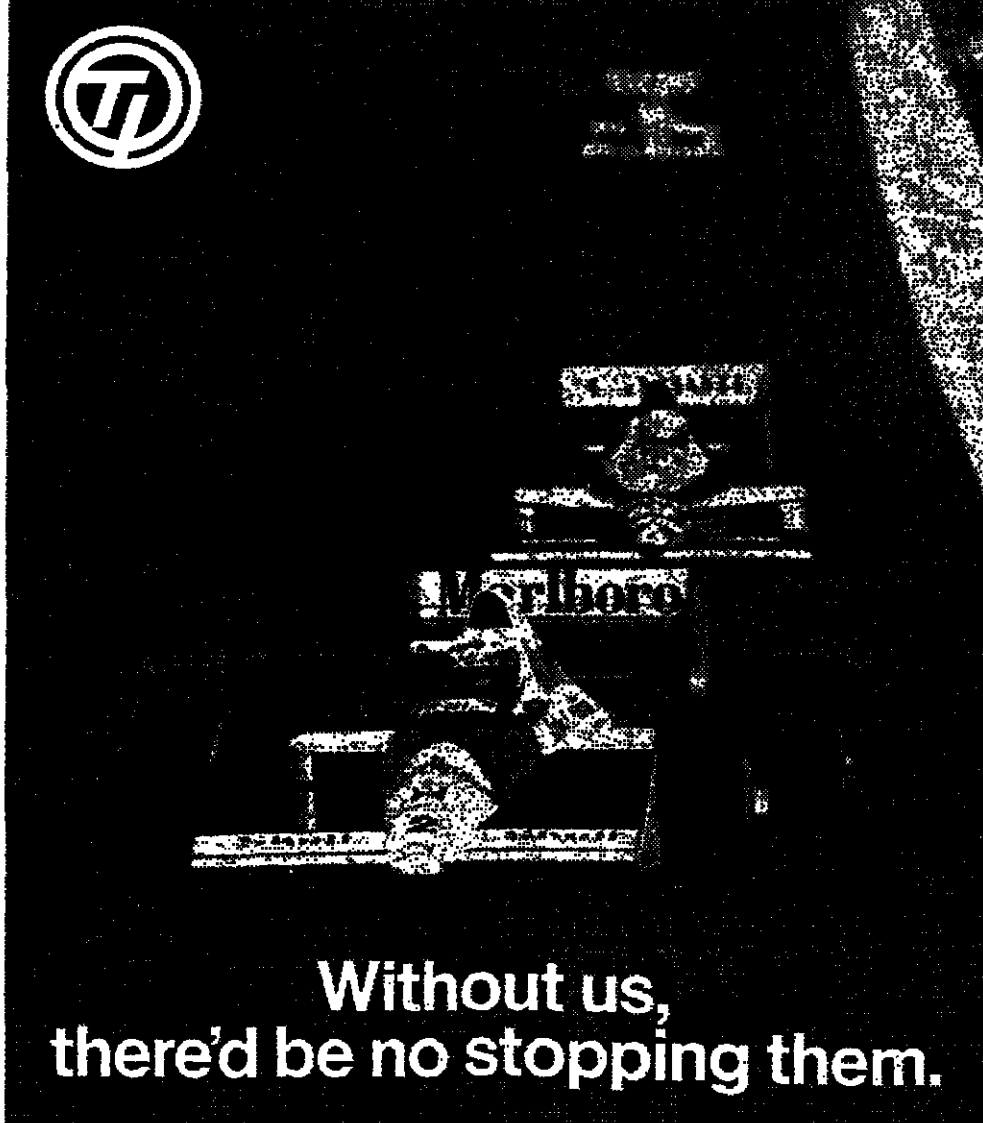
Before the meetings started, Mr Camdessus had warned that a quota increase as low as 50 per cent could force the Fund to increase its borrowing.

However, yesterday Mr Wilson said he saw no need for the IMF to borrow funds at this stage.

## WORLDWIDE WEATHER

	Yrly	Yrly	Yrly	Yrly
	max	min	max	min
Algeria	21	7	21	7
Amman	21	7	21	7
Amsterdam	15	5	15	5
Ankara	15	5	15	5
Antwerp	15	5	15	5
Bahia	25	15	25	15
Bangkok	28	18	28	18
Batavia	28	18	28	18
Bombay	28	18	28	18
Buenos Aires	21	7	21	7
Calcutta	28	18	28	18
Canton	28	18	28	18
Cebu	28	18	28	18
Colon	28	18	28	18
Hankow	28	18	28	18
Hong Kong	28	18	28	18
Kobe	21	7	21	7
London	15	5	15	5
Lyons	15	5	15	5
Manila	28	18	28	18
Medan	28	18	28	18
Meppen	15	5	15	5
Moscow	15	5	15	5
Odessa	15	5	15	5
Osaka	21	7	21	7
Paris	15	5	15	5
Peking	21	7	21	7
Perth	21	7	21	7
Rangoon	28	18	28	18
San Francisco	15	5	15	5
Shanghai	21	7	21	7
Singapore	28	18	28	18
Sourabaya	28	18	28	18
Tientsin	21	7	21	7
Yokohama	21	7	21	7

C - Cloudy, D - Drizzle, F - Fog, H - Hail, N - Rain, S - Snow, SS - Sleet, T - Thunder.



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# FINANCIAL TIMES COMPANIES & MARKETS

Wednesday May 9 1990

OVERSEAS MOVING  
BY MICHAEL GERSON  
01-446 1300

## INSIDE

### Fiat — record profits but slower growth

Fiat has raised its consolidated net earnings by 10% to a record level. The rise, however, is more modest than in recent years because of a much heavier tax burden. At last June's shareholders meeting, shareholders authorised Fiat to spend £1,000m (\$1.6m) on buying back the equivalent of 5 per cent of the group's ordinary, preferred and savings stock. Yesterday, the company, headed by Giovanni Agnelli (above), revealed that this programme had been more than half completed. Page 23

### Buying shares by the book

Henry Cooke Lumsden's corporate finance department should have been thoroughly familiar with the UK's "substantial acquisition" rules when it bought shares in Autmagic Holdings, the USM-quoted shoe retailer and key cutter during March and April. So says the Takeover Panel which has criticised the Manchester broker for breaching the rules when it acquired shares on behalf of Timpon, an unquoted shoe repair business. Timpon must now sell a 3.3 per cent stake in Autmagic before June 1. Page 33

### Israeli groups climb steeply

Two top state-owned Israeli companies, both slated for privatisation, sharply improved their profits in 1989. Israel Chemicals lifted net profit by 83 per cent while El Al advanced 30%. Moves to privatise both companies have been hampered by political delays. The sale of 50 per cent of ICL to a foreign investor has been blocked by objections in parliament to the sale abroad of what is regarded as a key strategic company. El Al meanwhile remains in official receivership imposed in 1982 when it was beset by labour problems and debt. Page 24

### Perspiring dreams

On Sunday, the first nine graduates will receive MBA degrees from Alan Bond's privately-run Bond University, on Queensland's Gold Coast. They do so, however, at an awkward time for the institution — negotiations, which would have seen the university's Bond Brewing Investments selling its 50 per cent stake in the university to its co-founder EIE International, a Japanese property and leisure consortium, have collapsed. Page 27

### Contrasting fortunes

Mexico's stock market has been performing with remarkable consistency. Last week, it rose 4.72 — just behind the top performer, West Germany. At the other end of the spectrum, the figures for Ireland this year suggest a picture of gently accelerating, and consistent decline. Bill Cochrane looks at contrasting fortunes among the world's stock markets. Back Page

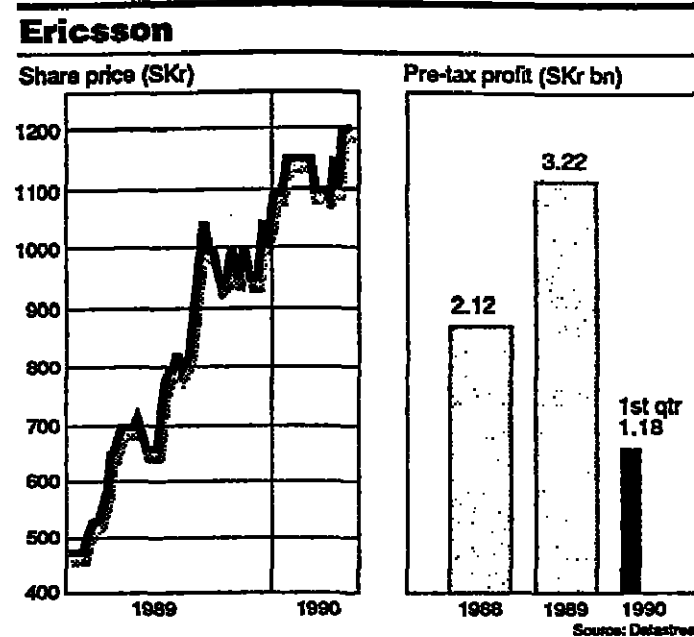
## Ericsson profits up 93% to SKr1.18bn

By John Burton in Stockholm

ERICSSON, the Swedish telecommunications equipment group, announced yesterday first-quarter pre-tax profits up by 93 per cent from SKr600m (\$95m) to SKr1.18bn. The improvement was mainly due to the performance of the group's public communications and radio communications businesses. Analysts had predicted a 30 per cent gain. There has been heavy trading of Ericsson shares in recent days because of speculation that profits would be higher than expected. The free "B" shares closed SKr9 lower yesterday at SKr975 after rising SKr27

on Monday. Ericsson predicted pre-tax profits for the full year would climb by slightly more than 25 per cent to at least SKr4.5bn from SKr3.7bn in 1989. Sales in the first three months rose by 30 per cent to SKr1.4bn while orders increased 31 per cent to SKr12.3bn. Ericsson did not specify income for any of its divisions, but said radio communications reported the highest sales advance, soaring by 100 per cent to SKr2.7bn. This partly reflected Ericsson's alliance with General Electric of the US in the mobile phone market.

Public telecommunication sales, which rose by 27 per cent to SKr5.35bn, benefited from strong market demand in Spain, Australia and Italy. Ericsson also signed a SKr60m framework agreement to supply AXE digital switching equipment to Mexico over the next five years. Defence systems remains the company's most troublesome division and continues to make losses. Sales declined by 13 per cent to SKr463m as the result of divestment of the command and control system operations into a joint venture company with Nobel Industries.



William Purves: blamed losses in convertible market making in the UK

## James Capel incurs loss of £7m

By Richard Waters, in London

JAMES CAPEL's first quarter loss costs double the amount of the company's profit in the last quarter. The loss, which was blamed on the convertible market, was the first since the company's takeover by the UK's Royal Bank of Scotland in 1987. The losses at the London stockbroker are understood to have been sustained on a range of Euroconvertibles (those issued outside the UK), including Korean and Australian securities as well as some issued by UK companies.

The £7m is only a quarter or a fifth of the loss Capel is believed to have sustained on convertibles in the wake of the stock market crash in 1987, which cost it into a £14m (\$22m) loss for the year. However, the repercussions have been far-reaching. Senior Capel executives say the losses played a part in the departures of Mr Peter Quinlan, the firm's former chairman and chief executive, Mr Barry Collins, head of market making in convertibles, and a convertible team which defected to rivals Robert Fleming earlier this year. Mr Quinlan left after repeated disagreements with Hongkong Bank's chairman, Mr William Purves, and the last refusal to consider selling the broker. However, one Capel executive yesterday described the losses on convertibles as "the straw that broke the camel's back".

The decision to announce the losses after the first quarter, rather than at the interim stage, suggests a desire to pin the mistakes to the departing managers. The scale of the losses are said to have "shocked" the investment firm's board when they became known — although the board had agreed the limits imposed on Mr Collins, and these had not been breached. According to one executive, the mistake has confirmed the view that "risk-taking has not been a Capel strength."

## Overseas units still trouble HK Banking

By John Elliott in Hong Kong and Alan Friedman in New York

THE HONGKONG and Shanghai Banking Corporation's problems with overseas offshoots continued in the early part of this year. James Capel, the bank's London stockbroker, suffered a £7m (US\$11m) net loss in the first quarter, and Marine Midland Bank of New York has required cash injections totalling \$300m. This was reported yesterday at the bank's annual general meeting.

It was also announced that family interests of Sir Yue Kong Pao, the Hong Kong entrepreneur, had bought 20 per cent stakes held by the bank in two of his privately-owned shipping companies, World Maritime and World Shipping and Investment, for undisclosed sums. The sale of these stakes will help boost the bank's finances which are also expected to be supplemented within the next five months by a reduction of about HK\$1.5m (US\$192m) and HK\$2bn of its exposure to Mr Alan Bond's ailing Australian business empire.

Mr William Purves, the bank's chairman, said yesterday that Capel's first quarter £7m loss was caused by losses in convertible market making in the UK, although the rest of the broker's business made a "small profit". This is a setback to Capel's hoped-for recovery, which began last year with a £4.8m profit after losses totalling £46.2m in the previous two years. The Hongkong Bank has said it

will ensure that Marine Midland has sufficient capital resources to carry out a restructuring and retrenchment programme and that Marine's "tier one" capital will be equivalent to not less than 5 per cent of its total assets at the end of this year. These commitments have led to injections totalling US\$200m equity and \$100m debt. Marine Midland has been hit in recent months by problems shared by other US banks, especially a rise in non-performing loans on the commercial real estate side.

The Hong Kong capital injections will also help the bank with its restructuring plans. These include the planned \$50m reduction of assets by way of disposals and normal run-off. Marine Midland is hoping to sell its \$1.4bn portfolio of loans linked to highly leveraged takeovers and is also in negotiations with the Ford Motor Company to sell its car loan business, which has \$49m of loans and leases.

The disposal of the 20 per cent stakes in Sir Yue Kong Pao's shipping companies follows the Hongkong Bank's sale of 30 per cent in World Maritime and 28 per cent in World Shipping and Investment in December 1988. The bank regards the disposals as part of a restructuring of its investments in Hong Kong, and it retains a 37.5 per cent stake in another of the group's companies, World Finance.

## Deutsche Bank head urges new insider law

By Andrew Fisher in Frankfurt

WEST GERMANY needs tough and enforceable laws on insider trading and the disclosure of shareholdings if it is to develop properly as an international financial centre, Mr Hilmar Kopper, the chief executive of Deutsche Bank, said. At present, German insider rules are voluntary and directors of some companies have refused to accept them. Although the present situation was "better than nothing," said Mr Kopper, Frankfurt's growth as a financial centre required a legal solution with proper penalties. Talking to Frankfurt journalists, he noted this would come anyway as part of the harmonisation trend in Europe. "I am not crusading for new insider rules now," he added. "We will get a European law whether we want it or not."

On the disclosure issue, he referred to the recent Swedish takeover of Feldmühle Nobel, in which many small shareholders were left at a disadvantage. He called this a "coolly enacted dispossession." (Stora, the Swedish pulp and paper group, took majority control of the German group, but offered minority shareholders a lower price than the average it paid for control.) "This should not happen," Mr Kopper said, noting that small shareholders had not had a chance to keep up with events. "It would not have happened if companies were required to disclose when they had reached 15 per cent. This (requirement) has to come here, otherwise we (the German stock market) will remain a casino," Mr Kopper has said he actually favours a lower 5 per cent disclosure limit for Germany when the relevant EC guideline is translated into the laws of member states.

This is due to happen by the end of this year. Yet until this guideline became law, Mr Kopper said he saw no reason for Deutsche Bank or other companies to abandon restrictions on voting rights, mostly 5 per cent, now the subject of criticism.

Commenting on Deutsche Bank's ambitions in East Germany, Mr Kopper said the addition of 25 per cent more people to Germany through unification should help the bank increase its market share. This is currently 5 per cent in West Germany, low for a big bank in an industrialised country. He hoped its share in East Germany could be around 7 per cent. Deutsche Bank has signed a letter of intent to take over around 100 branches from Deutsche Kreditbank in East Germany.

## Diversification helps Hoesch to increase its net result by 31%

By David Goodhart in Bonn

HOESCH, the West German steel and engineering group, has reported a 31 per cent rise in net profits to DM70m (\$45m) and a 36 per cent rise in sales for 1989. It has continued its diversification away from steel, which now accounts for 30 per cent of sales. The sales rise from DM5.4bn to DM7.1bn was largely accounted for by the consolidation of the Orenstein & Koppel group. In the current year most of the rest of Hoesch's unconsolidated businesses will be integrated and from next year Hoesch will begin selling worldwide group results. Worldwide sales in the current year, including unconsolidated businesses, came to about DM1.6bn.

Operating profit in 1989 jumped from DM222m to DM555m, and cash flow from DM432m to DM1.02bn, but the company said that DM396m had been placed in reserves to cover various extraordinary payments — most importantly the repayment of loans from the state to finance restructuring of the steel sector. The dividend has been raised from DM5 to DM10 per share. Mr Detlev Rohwedder, chairman, reported that return on assets in 1989 was about 10 per cent. He also indicated that returns had risen considerably in the manufacturing and industrial technology division which now accounts for 48 per cent of total turnover.

Mr Rohwedder repeated that he had no knowledge of any plans to bid for Hoesch. There have been rumours of bid attempts by both British Steel and Uthmaniyah. For the first quarter of the current year sales and earnings have matched the level of last year and the order backlog guarantees full capacity use through the year. But Mr Rohwedder saw some clouds on the horizon arising from the slight weakening in the international steel market. West German raw steel production fell by 5 per cent in the first quarter of 1990 and production for the year is expected to decline to 8m or 9m tonnes from 41m tonnes in 1989 and 1990. Hoesch has recently been active in the UK market picking up 80 per cent of Gwent Steel, the South Wales steel processor, and Jones Woodhead, a spring producer and subsidiary of Carclo Engineering.

## Future of B&C is in the balance

By David Owen, in London

THE FUTURE of British & Commonwealth Holdings remained in the balance yesterday following an apparently inconclusive meeting of the hard-pressed UK loan stockholders. A private meeting of holders of £230m worth of 7% per cent convertible loan stock had been arranged which, it was believed, might take steps to demand immediate repayment of the stock by marshalling the 20 per cent vote required under the securities' covenants.

In the event, what emerged was a statement to the effect that a number of significant stockholders are writing to the trustees to demand repayment. There were conflicting reports as to whether the 20 per cent threshold had been attained. Individuals close to the gathering said that there was likely to be another meeting of loan stockholders next week by which time B&C was expected to have tabled its agency-aided survival plan. Both B&C and its bankers have strongly urged loan stockholders to await this plan before acting. "We think the loan stockholders would be wise to at least see what the company proposes before they take any action," said one banker yesterday.

Holders are worried that £14m worth of redeemable preference shares from Caledonia Investments might be redeemed before the 7% per cent convertibles are repaid. Meanwhile, Law Debenture Trust, trustee for three issues of B&C bonds, has appointed Royal Exchange Trust as its attorney to exercise independently the duties of the trustee under the deed constituting the 7% per cent convertibles. Law Debenture said it believed that "continuing developments may require different consideration to be taken into account when assessing what is in the best interests of the holders of the convertibles on the one hand and the remaining two classes of security on the other. We think we should delegate now before we get into a real conflict," a spokesman said.

As well as the convertibles, Law Debenture is trustee of B&C's £231m 10.5 per cent 2012 unsecured loan stock and its 10% per cent 1998 guaranteed bonds. These two classes of security rank on a par with B&C's bankers at the head of the hierarchy of creditors.

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### Chief price changes yesterday

FRANKFURT (DM)		ISS	
Bayer	700 + 27	Lockheed	85 + 3
Hungary	480 + 15	Parsons	55 + 2
London	480 + 15	Landmark Ltd	105 + 1
Parsons	685 - 14	London Land	195 - 2
Shell	575 - 19	TOKYO (Yen)	
Outokumpu	575 - 19	Riken	1210 + 228
Kubota	594 - 18	Shimizu	1490 + 200
Mitsubishi	720 - 10	Yokohama	1530 + 200
Widened	695 - 10	Yokohama	1530 + 200
NEW YORK (\$)		Yokohama	1530 + 200
Bayer	22 + 3	Yokohama	1530 + 200
Deutsche	22 + 3	Yokohama	1530 + 200

New York prices as at 12.30pm, Paris Closed.

LONDON (Pence)		Jackson Group	118 + 10
Bayer	570 + 23	Lockheed	375 + 3
Deutsche	577 + 7	Parsons	118 + 1
Cable & Wire	494 + 8	Smith	118 + 1
Chubb	1045 + 6	Whitfin	375 + 10
Gen Accident	1045 + 6	Whitfin	375 + 10
Glaxo	700 + 19 1/2	Yokohama	1530 + 200
Glaxo "A"	957 + 37	Yokohama	1530 + 200
Hill	183 + 10	Yokohama	1530 + 200



## NOTICE OF REDEMPTION

## HMC MORTGAGE NOTES 2 PLC

Class A Mortgage Backed Floating Rate Notes  
Due February 2015

NOTICE IS HEREBY GIVEN to the holders of the Class A Mortgage Backed Floating Rate Notes Due February 2015 (the "Class A Notes") of HMC Mortgage Notes 2 PLC (the "Issuer") that, pursuant to the Trust Deed dated 23rd February, 1988 (the "Trust Deed"), between the Issuer and The Law Debenture Trust Corporation p.l.c. as Trustee, and the Agency Agreement dated 23rd February, 1988 (the "Agency Agreement"), between the Issuer and Morgan Guaranty Trust Company of New York (the "Principal Paying Agent") and others, the Issuer has determined that in accordance with the Redemption provisions set out in the Terms and Conditions of the Class A Notes, Available Funds as defined in the Terms and Conditions in the amount of \$12,000,000 will be utilized on 23rd May, 1990 (the "Redemption Date") to redeem a like amount of Class A Notes. The Class A Notes selected by drawing in lots of \$100,000 for redemption on the Redemption Date at a redemption price (the "Redemption Price") equal to their principal amount, together with accrued interest thereon are as follows:

## OUTSTANDING CLASS A NOTES OF \$100,000 EACH BEARING THE DISTINCTIVE SERIAL NUMBERS SET OUT BELOW

1673	1743	1820	1885	1952	2009	2077	2141	2194	2340	2528	2727
1680	1754	1834	1897	1962	2010	2086	2148	2198	2348	2530	2739
1687	1762	1845	1906	1971	2019	2095	2157	2205	2355	2537	2746
1693	1768	1851	1912	1977	2024	2100	2162	2210	2360	2542	2755
1700	1775	1858	1919	1984	2031	2107	2169	2217	2367	2544	2764
1707	1782	1865	1926	1991	2038	2114	2176	2224	2374	2546	2773
1714	1787	1870	1931	1996	2043	2119	2181	2229	2379	2548	2783
1721	1792	1875	1936	2001	2048	2124	2186	2234	2384	2550	2792
1728	1797	1880	1941	2006	2053	2129	2191	2239	2389	2552	2802
1735	1802	1885	1946	2011	2058	2134	2196	2244	2394	2554	2811

The Class A Notes may be surrendered for redemption at the specified office of any of the Paying Agents, which are as follows:

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of New York  
PO Box 161  
1 Angel Court  
London EC2R 7AE

Morgan Guaranty Trust Company  
of New York  
Avenue des Arts 35  
B-1040 Brussels, Belgium

Morgan Guaranty Trust Company  
of New York  
30 West Broadway  
New York, New York 10015  
Attn: Corporate Trust Operations

In respect of Bearer Class A Notes, the Redemption Price will be paid upon presentation and surrender, on or after the Redemption Date, of such Notes together with all unexpired coupons and talons appertaining thereto. Such payment will be made (i) in sterling at the specified office of the Paying Agent in London or (ii) at any specified office of any Paying Agent listed above by sterling cheque drawn on, or at the option of the holder by transfer to a sterling account maintained by the payee with a Town Clearing branch, a bank in London. On or after the Redemption Date interest shall cease to accrue on the Class A Notes which are the subject of this Notice of Redemption.

## HMC MORTGAGE NOTES 2 PLC

By: Morgan Guaranty Trust Company  
OF NEW YORK, as Principal Paying Agent

Dated: May 9, 1990

## NOTICE

Withholding of 20% of gross redemption proceeds of any payment made within the United States is required by the Interest and Dividend Tax Compliance Act of 1983 unless the paying agency has the correct taxpayer identification number (social security or employer identification number) or exemption certificate of the payee. Please furnish a properly completed Form W-9 or exemption certificate or equivalent if presenting your Class A Notes to the paying agency's New York Office.

## TO HOLDERS OF

## INTERFIRST TEXAS FINANCE N.V.

Guaranteed Floating Rate Notes Due May 1989

(Unconditionally guaranteed as to payment of principal and interest by IFRB Corporation, successor to InterFirst Corporation)  
CUSIP No. 458924 AA 5

MORGAN GUARANTY TRUST COMPANY OF NEW YORK, as Trustee ("Trustee") under the below-mentioned Indenture provides the following to holders of the above described Notes:

IN THE UNITED STATES BANKRUPTCY COURT  
FOR THE NORTHERN DISTRICT OF TEXAS  
DALLAS DIVISION

In re  
INTERFIRST TEXAS FINANCE N.V.,  
Debtor.

Case No. 389-34612-SAF-11  
(Chapter 11)

NOTICE OF FILING AND HEARING  
ON DISCLOSURE STATEMENT

PLEASE TAKE NOTICE that on April 12, 1990, InterFirst Texas Finance N.V. ("Texas Finance") and its Official Unsecured Creditors' Committee ("Committee") jointly proposed and filed a Plan of Reorganization ("Plan") for Texas Finance and a related Disclosure Statement ("Disclosure Statement").

PLEASE TAKE FURTHER NOTICE that a hearing to consider approval of the Disclosure Statement has been set for May 29, 1990 at 1:30 p.m. Central Daylight Time before the Honorable Steven A. Felsenthal, Room 15-C-22 at 1100 Commerce Street, Dallas, Texas. Such hearing may be adjourned from time to time without further notice to creditors or other parties in interest other than by an announcement of such adjournment on the date scheduled for the hearing.

Objections to the Disclosure Statement must be in writing, filed with the Clerk of the Bankruptcy Court, 1100 Commerce Street, Dallas, Texas 75201 and served on counsel for Texas Finance, Michael A. Rosenthal, Gibson, Dunn & Crutcher, 1717 Main Street, Suite 5400, Dallas, Texas 75201-4608, and counsel for the Committee, Henry L. Gombel, Jones, Day, Reavis & Pogue, 2300 Trammell Crow Center, 2001 Ross Avenue, Dallas, Texas 75201 no later than 4:00 p.m. Central Daylight Time on May 25, 1990. If no objections are filed, the Bankruptcy Court may deem the Disclosure Statement to be unopposed and may approve it.

A copy of the Disclosure Statement is on file with the Bankruptcy Court and may be examined by interested parties at the Bankruptcy Court during its regular business hours. Copies of the Disclosure Statement and the Plan may be obtained on written requests directed to Michael A. Rosenthal, Gibson, Dunn & Crutcher, 1717 Main Street, Suite 5400, Dallas, Texas 75201-4608.

PLEASE TAKE FURTHER NOTICE that, if you are a holder of Texas Finance Guaranteed Floating Rate Notes due May 1989 ("Notes"), issued pursuant to that certain Indenture dated as of May 10, 1984, as supplemented, by and among Texas Finance, InterFirst Corporation (predecessor to IFRB Corporation as Guarantor) and Morgan Guaranty Trust Company of New York, as Trustee ("Trustee"), and you have not previously identified yourself to the Trustee, you should immediately do so in order that you may directly receive future material relating to the Notes. The Trustee may be contacted at the following address:

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May 1990

## INTERNATIONAL COMPANIES AND FINANCE

## Storing trouble in the debt departments

Karen Zagor looks at why the US retail sector is giving contradictory signals

The US retailing sector has been rife with contradictory portents during the past few months. In the department store sector, BAT Industries, the UK conglomerate, sold both Marshall Field and Saks Fifth Avenue for more money than anyone had dared predict, at \$1.04bn and \$1.5bn respectively.

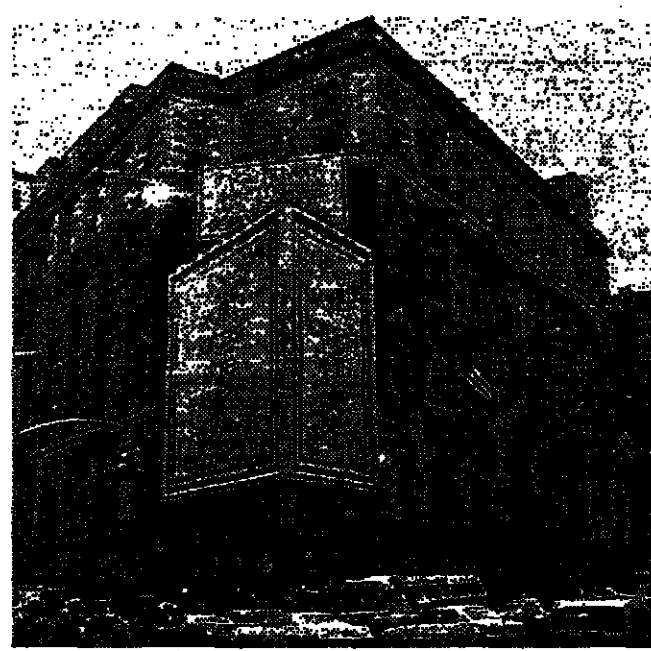
Less than four months earlier, Campeau Corp failed to solicit bids of \$1bn for its Bloomingdale's stores and, in another move this month, the stores were taken off the block. During the same week that Saks was sold, Ames Department Stores filed for bankruptcy protection. Yet in the discount retailing sector, where Ames was the fourth biggest operator, Wal-Mart is posting solid earnings on sales expected to grow from \$25.8bn in 1989.

Are these signs of boom or bust? Basically neither. What is happening seems to be a shake-out in the retail sector, with the over-leveraged or badly-managed businesses running into trouble while the stronger companies consolidate. At the same time, suppliers are keeping a much closer eye on the creditworthiness of retailing chains.

The spectre of recession, and with it a downturn in consumer spending, no longer hangs over the retail sector. Americans still spend enough to make retailing a lucrative business for a well-managed company. But growth in real spending is modest, and sales of some big-ticket items, such as home furnishings and vacations, seem to be faltering.

In this environment, "the strong will get stronger and the weak will get weaker," said Mr Edward Campeau, a retail analyst at Oppenheimer.

BAT succeeded where Campeau had failed because Campeau had failed to see the same. When Bloomingdale's was put on the block in



Macy's likely to survive despite \$5.61bn debt burden

November, the stores' value to investors was diluted by the large number of other big US department stores for sale, including the BAT operations. By the time BAT closed on Saks and Fields, they were the only big names left.

In addition, Saks is "more a specialty operation than a department store," said Mr Walter Losh, a respected retail analyst in New York. Unlike Bloomingdale's, Saks has very focused departments, without exposure to home furnishings. Furthermore, the Saks stores are solid performers, while the performance of Bloomingdale's stores outside Manhattan was erratic.

The most striking difference between the operations, however, was the amount of debt they carried. BAT bought Saks in 1973 for \$250m and nine years later spent \$368m to acquire Marshall Field.

In contrast, Campeau acquired Bloomingdale's as part of its 1988 Federated Department Store acquisition for \$5.61bn, with most of the money coming from high-yield junk bonds.

While BAT had the liquidity to invest \$960m in Saks during the 1980s, one analyst described the Bloomingdale's stores as "overvalued" by Campeau's debt. When Campeau decided to sell the stores, the hefty debt burden was an added deterrent to investors.

It is ironic that retailing should have been such a fruitful field for big leveraged buy-outs during the 1980s. The industry does not lend itself to lack of liquidity, since adequate cash flow is critical to the payment of customers.

When retailers take on a large amount of debt, there is very little flexibility to help them weather transition," said

Ms Stacy Dutton, retail analyst at Morgan Stanley in New York.

In Campeau's case, the burden of having to pay both its bankers and suppliers proved too onerous, and the problems were compounded by sluggish sales at Christmas.

Even when a reasonable schedule of debt repayments is arranged with lending banks, retailers can still flounder. Ames Department Stores, which choked on its \$800m acquisition of Zayre stores, is an example.

"Ames negotiated a very favourable arrangement with its bankers, with debt repayments of only \$55m a year," said Mr Campeau. Although the Zayre operations were unprofitable when Ames bought the company, the favourable debt repayment schedule should have given Ames plenty of room to manoeuvre.

But the Rocky Hill, Connecticut-based company made several miscalculations in its merger strategy and then erred fatally in not working closely enough with its lending banks.

Ames fell behind in its plans to turn the unprofitable Zayre stores around, and when the company ran into cash problems at the beginning of the year, its lenders refused to add another credit line.

According to Ms Dutton, a good relationship with banks has been central to the survival of R. H. Macy's, another big name in US retailing which is having trouble digesting the debt it took on in a \$3.6bn management-led LBO in 1985.

Although Macy's recently reported a second-quarter loss of \$30m, and has a debt burden of \$5.61bn, most analysts believe the chain will survive.

"Macy's is an extremely well-run company," said Mr Gilbert Harrison, chairman of Finance, a New York merchant

banking company specialising in retailing mergers and acquisitions. "I don't think we'll see another Campeau."

However, the fear of another Campeau is prompting distributors to take precautions. McKesson, a leading distributor to drug stores, recently took a charge against earnings and increased its reserve against customer accounts receivable because some of its highly-leveraged customers have fallen behind in payments.

The San Francisco-based company said some of its retail customers were using suppliers to supplement their bank credit lines. "Given the narrow margins inherent in the distribution business, the risk-ratio for McKesson to act as an unsecured creditor in those situations is not consistent with prudent business practices," said the company's chairman and president.

"What we are seeing today in the retail and other industries represents the price that will have to be paid for the leverage binge of the 1980s."

US factors, the low-profile financiers of the US clothing industry, have also started taking a more cautious line. "Before all the leverage, credit was unquestioned and annual financial statements were adequate. Now we need to stay closer to the stores and ask more questions," said Mr George Romeo, senior vice president at BancBoston Financial.

However, neither factors nor distributors can afford to sever ties with retailers until they are convinced that the retailer is on the verge of bankruptcy. The danger of losing a client's goodwill is potentially as grave as the dangers of a client declaring bankruptcy.

Meanwhile, McKesson is studying ways to change the terms and conditions of its ties with retailers until they are convinced that the retailer is on the verge of bankruptcy. McKesson has also increased customer credit surveillance.

Canada  
Packers hit  
by deficitBy Bernard Simon  
in Toronto

CANADA PACKERS, the food processing company soon to be controlled by Hillside Holdings of the UK, suffered its first loss in 12 years in the final quarter of fiscal 1989 to end what the company called "one of the most difficult and unsatisfactory years" in its history.

The loss for the three months to March 31 was \$101,000 (\$549,000), compared with earnings of \$751,000 or 2 cents a share a year earlier. Sales advanced by 9 per cent to \$753.5m.

For the year as a whole, net income halved to \$12.6m or 35 cents, from \$25.2m or 68 cents. The company's operating income from discontinued operations of \$11.5m and \$15.5m respectively. Revenue edged up 1.5 per cent to \$2.97bn.

Although fourth-quarter operating income was substantially higher than last year, the bottom line was pulled down by a \$89.4m cost of closing a beef slaughtering facility outside Toronto.

The company said that poor profitability was due chiefly to highly competitive beef, pork and oilseeds operations. Remaining businesses, which include grocery products and poultry, had a "satisfactory" year.

The recent rationalisation of the company is continuing with the sale of its 50 per cent interest in Britain's Haverhill Meat Products to its partner, the J. Sainsbury supermarket chain. Canada Packers is also selling its gelatin business to Nitta Gelatin of Osaka, Japan.

The pace of change is expected to accelerate when Hillside acquires its planned 56 per cent stake in Canada Packers, probably within the next month or two.

The British company plans to combine CP with its existing Canadian subsidiary, Maple Leaf Mills. It is widely expected that CP will bear the brunt of the subsequent restructuring.

## Big gains at El Al and Israel Chemicals

By Hugh Carnegie in Jerusalem

ISRAELI Chemicals and El Al Airlines - two of Israel's top state-owned companies slated for privatisation - yesterday reported sharply improved performance in 1989.

Israel Chemicals, a leading producer of bromines, phosphates and fertilisers, announced net profits of \$100.6m, up from \$55m the previous year largely as a result of high prices internationally. Turnover reached \$1.16bn, of which more than half went for export.

The once ailing El Al posted a 30 per cent rise in net profits to \$24.2m, on sales of \$713.6m, its fourth consecutive annual increase.

Passenger traffic, which

slumped in 1988 when tourists stayed away from Israel because of the Palestinian uprising, improved by 12 per cent to 1.74m, giving an average load figure of 76 per cent.

Both companies are widely regarded to be ripe for privatisation, but the process has been hampered in both cases by political delays.

Finance Ministry plans to sell a 50 per cent stake in Israel Chemicals by private auction to a foreign investor have been blocked by objections in parliament to the sale abroad of what is regarded as a key strategic company.

Resolving the issue has been further delayed by the prolonged government crisis. This

has also prevented progress - perhaps until next year - of plans to float up to 49 per cent of El Al on stock exchanges in the US and Tel Aviv.

Israel Chemicals warned that its profits in 1989 - which produced a return on equity of 16 per cent - had been swollen by a surge in prices for its products. It said a decline in prices this year would cause a profit drop.

The move to a public flotation of El Al is complicated by the company remaining in official receivership imposed in 1982 when it was beset by labour problems and debt.

Company debt, once around \$500m, is down to \$275m. Six of its 20-strong fleet of

aircraft are still government-owned.

However, the airline said it required no state assistance in funding a \$220m programme to buy five new Boeing 767s and one second-hand Boeing 747 by the end of this year.

The Tel Aviv Stock Exchange yesterday suspended trading in six oil exploration companies following the announcement by Israenco Israel that it was assessing the commercial feasibility of a gas find in the Mediterranean off the Israeli coast.

Oil company shares shot up following a newspaper report of an oil find. Israenco denied the report, but said its drill site Yam-2 had discovered gas.

## Circle K chief executive resigns

By Roderick Oram in New York

MR KARL Eller has resigned as chairman and chief executive of Circle K, a leading convenience store chain burdened by heavy debt and losses in the face of stiff competition from petrol station stores.

The Phoenix, Arizona-based company will be run by Mr Robert Dearth, its president and chief operating officer since January. He is a close associate of Mr Carl Lindner, the Cincinnati investor who has a 38 per cent stake in Circle K.

Circle K agreed last month with its creditors on the principal of a restructuring of its \$510m of debt, a move designed

to save the company from seeking protection of the bankruptcy courts.

Details, including an offer to swap some junk bonds for new debentures convertible into Circle K stock, are due to be released shortly.

Mr Eller, 62, joined Circle K in 1983 after a career in media companies. He had built up a billboard company which he sold to Gannett in the late 1970s.

After losing a fight for the top post at Gannett, he moved on to Columbia Pictures which he subsequently sold to Coca-Cola. He left after failing to persuade the new owners to

build a media empire around Columbia.

He sank most of his fortune into Circle K, taking a 7.1 per cent stake. Relying heavily on junk-bond finance, he expanded it rapidly from its base of 1,300 stores, concentrated in the south-west, into a national chain of 4,700, second in size to Southland's 7.1 chain.

Losses began to accumulate as oil companies built up the convenience store side of their petrol stations. In the past year, Circle K changed its retailing strategy twice but, burdened by debt, it still turned in a loss of \$23.1m on revenues of \$72.5m.

## Sharp drop at Multi-Purpose

By Lim Siong Hoon in Kuala Lumpur

MULTI-PURPOSE, the diversified Malaysian group which faces extensive reorganisation, recorded sharp declines in profit levels last year.

Group pre-tax profit fell by 54 per cent to M\$30m (US\$12m), while turnover dropped by 4 per cent to M\$50m. Profit after tax declined 77 per cent to M\$8m.

Mr Lim Thian Kiat's Kamunting, an investment group and toll-road operator,

gained a controlling 29 per cent stake in the conglomerate last November.

But changes made by Mr Lim could significantly alter the group's composition and results this year and beyond.

The changes centre on a shift away from plantations, shipping and trading to commercial and residential property development, where Mr Lim expects dividend yields to improve greatly.

That gambit has resulted in asset sales - worth more than M\$50m so far this year - from Dunlop Estates and Mulpha, the plantation and trading subsidiaries.

Multi-Purpose attributed last year's poor profitability to weak commodity prices and substantial provisions for doubtful debts and obsolete stocks at its trading and engineering units. However, its gambling, banking, property and shipping operations improved pre-tax profits.

The group's profit after tax and minority interests fell by 61 per cent to nearly M\$8m, or 0.8 sen (Malaysian cents) a share from 2 sen in 1988.

Malaysian Plantations (MPlant), another of Mr Lim's groups, also reported dismal results, ahead of a proposed merger with Kamunting. The group's pre-tax profit

fell from 1988's M\$14m by nearly 50 per cent to M\$7m.

Turnover dropped by 17 per cent to M\$44m.

Profit after tax fell by 43 per cent from M\$8m to M\$5m to give earnings of 8.5 sen, compared with 14.7 sen previously.

The set of results represents one of the last for MPlant, a 30 per cent Kamunting-owned group which, like Multi-Purpose, is being restructured by Mr Lim.

Following a M\$175m share issue by its KL Land subsidiary, MPlant has been acquiring properties primarily from units within the Multi-Purpose group.

This will lead to the formation of a new public-listed company in KL Land.

The changes within MPlant will culminate in a planned merger this year with Kamunting, Kamunting Amalgamated, the outcome of the merger, will have issued capital of M\$500m, split 3:1 between Kamunting and MPlant shareholders.

MPlant shareholders will see the group's net assets dissipate by 30 per cent to the equivalent of M\$1.10 a share from M\$1.57 last year, and M\$2.61 in 1988.

However, N.M. Rothschild, adviser to the merger, says this fall ought to be compensated by an increase in gross earnings, by 19 per cent in 1990 and 23 per cent in 1991.

Swedish law  
firms in  
merger plan

By John Burton

SCANDINAVIA'S biggest law firm has been created through the merger announced yesterday between Advokatfirman Lagerlof, Stockholm's largest law firm, and Gothenburg-based Dr Philip Lemans Advokatbyrå, Sweden's oldest law firm founded in 1949.

The new firm, Lagerlof & Lemans, will have a staff of 115 lawyers and an annual turnover of SKR200m. The two firms said the merger would strengthen their domestic position and improve their ability to expand abroad. The firms have offices in New York and London.

Both firms serve a corporate clientele and want to increase their share of international business. They describe the move as accounting for a significant amount of their activity.

Minnova needs  
C\$150m to  
develop mines

MINNOVA, a Noranda affiliate, has two potential mines in northern Quebec requiring C\$150m (US\$120m) or more to develop, writes Robert Gibbons in Montreal.

Minnova, a gold and base metals producer in Quebec and western Canada, expects to make a final decision on the Lac Dufault copper belt of north-western Quebec by September. It would be an underground mine with daily production of 3,000 tonnes of ore containing copper, zinc, silver and gold.

The second property is Lac Protet in the Chibougamau mining area to the east. This would be an open-pit goldmine. The ore body is low-grade but extensive, and Minnova could move on a existing mill to the mine site.

Minnova's first-quarter profit was C\$44.4m or 31 cents a share, up from C\$233,000 or 2 cents a share a year earlier, on net sales of C\$47.7m against C\$22.6m.

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## INTERNATIONAL COMPANIES AND FINANCE

## Fiat hits record earnings and boosts dividend L50

By John Wyles in Rome

ITALY'S Fiat Group yesterday reported a 10 per cent increase in 1989 consolidated net earnings to a record L3,806bn (€2,683m) and revealed that it had more than half completed its share buy-back programme.

The rise in net earnings, more modest than in recent years, largely reflects a much heavier tax burden which has risen from 27 per cent in 1988 to 31 per cent of operating profits.

Revenues were 17.5 per cent higher at L52,019bn, or 14 per cent after discounting the first-time consolidation of the group's financial services operations.

Investments rose marginally to L3,422bn while the net cash balance at December 31 dropped slightly from L2,349bn to L2,121bn.

The 1989 dividends are all to be raised by L50 a share, to L570 for ordinary and preferred shares, and to L400 for savings shares.

Having been authorised at last June's shareholders' meeting to spend L1,000bn on buying back the equivalent of 5 per cent of the quoted Fiat SpA's ordinary, preferred and savings stock, the company revealed that it had so far spent L696bn on the acquisition of 46.7m ordinary shares, 7.74m preferred and 6m savings shares.

As usual Fiat Auto was the jewel in the group's crown last year, accounting for 54.6 per cent of total sales and 57.7 per cent of net profits, slightly lower than in recent years because of new consolidations. The Fiat, Lancia and Alfa Romeo divisions sold a total of 2,264m units, 3.5 per cent more than in 1988, and retained their leading 14.9 per cent of the European market.

Of the group's 13 other operating sectors, only two recorded falls in profits last year. Fiat SpA's net earnings dropped from L54,9bn to L58.2bn, partly because of difficulties in the defence and space sectors.

Net profits from publishing and communications fell from L17.3bn to L4bn, largely because of a heavy drop in earnings from the La Stampa newspaper.

The Fiat board decided yesterday to increase the company's capital by L85.54bn through an ordinary and savings share issue to accomplish the incorporation in Fiat SpA of the holding company, Sae, which owns 51 per cent of La Rinascente department store chain.

Fiat said the incorporation would be done on the basis of two of its ordinary or savings shares for two of the same category in Sae.

Continental up on depreciation method change

CONTINENTAL, the West German tyre maker, said its 1989 group net income rose 17 per cent to DM22.75m (€15.55m) from DM19.45m a year earlier. It will pay an unchanged dividend of DM5 a share for 1989, APJ reports.

Sales rose to DM8.352bn from DM7.51bn in 1988. The rise in 1989 group net income reflects a change in Continental's depreciation method, while the underlying earnings remained unchanged last year.

The company had said in March. At the time, it ascribed the first profit trend to a 67-day strike at its General Tire unit in the US and declining tyre prices.

Continental also announced it had reached agreement in principle to acquire the industrial rubber assets of Calsonic, a subsidiary of Italian car maker Fiat, for an undisclosed amount.

The unit, called AGES, generated equivalent sales of nearly DM200m through the manufacturing of rubber parts for the automobile industry at three plants near Turin, Continental said.

## Strength of D-Mark depresses Bayer 3%

By David Marsh in Leverkusen

GROUP pre-tax profits of Bayer, one of the big three West German chemical companies, fell 3.1 per cent to DM930m (€553m) in the first quarter compared with the first three months of 1989. Turnover fell 2.7 per cent to DM11.05bn from DM11.08bn.

Mr Hermann Strenger, chairman, said the fall in profits and sales was largely due to the weakness of key trading currencies against the D-Mark. Volume sales rose by 3 per cent in the first three months, but currency fluctuations caused a fall of 5 per cent.

The profits fall was less marked at the parent company level, where pre-tax first quarter earnings dropped 1.9 per cent to DM525m. Parent company first-quarter turnover rose 2.9 per cent to DM5.3bn.

Mr Strenger was confident that Bayer's earnings for the whole of 1990 would remain around the record level of 1989, when the group posted net profits by 10.8 per cent to DM2.1bn on turnover up 7 per cent to DM45.5bn.

Bayer is paying an increased dividend of DM13 for 1989, up from DM12 for 1988. The pre-tax return on turnover last year, at 9.5 per cent, was Bayer's best for 20 years.

He said first-quarter 1989 results were especially good and added 1990 would continue the "positive developments" of the 1980s. He warned again about the Bonn government's health reform measures on the company's domestic pharmaceutical activities, which might not show a profit this year.

The group's fixed asset investment in 1990 is likely to rise by 4 per cent or 5 per cent to DM3.5bn, of which DM1.9 bn will be in West Germany and DM1.7bn abroad, led by western Europe with DM620m and North America with DM400m. First-quarter group turnover rose 5 per cent in West Germany and only 1 per cent in the rest of the EC.

Sales fell 33 per cent in eastern Europe, 19 per cent in Asia, 7 per cent in North America, and 6 per cent in Latin America.

## Ericsson strategist takes the lead

Robert Taylor meets the Swedish telecoms equipment group's new chief

Mr Lars Ramqvist has no need for a period of apprenticeship before he gets down to work today as the new chief executive of the telecommunications equipment group Ericsson, Sweden's most successful company.

After joining the company 10 years ago to run its office automation division, 51-year-old Mr Ramqvist played a key role in Ericsson's recent transformation when he was given the task of drawing up a new core business strategy for the company in the spring of 1987.

At that time Ericsson was stumbling badly as a result of its mistaken plan to widen its activities beyond telecommunications into information technology. Under pressure Mr Ramqvist devised a "return to basics" programme which was endorsed by the company in the spring of 1987.

It has turned out to be a winning formula in the revival of Ericsson's fortunes over the past two years. Certainly it helped to boost Mr Ramqvist's credentials for heading the company - he became chief executive yesterday.

"We were lucky in our timing," he admits. The core strategy was launched when the telecommunications market began to grow rapidly, and Ericsson was a beneficiary of the new expansion. "The telephone companies started believing in us again," says Mr Ramqvist. "They had not done so when they saw us floundering elsewhere. Now they trusted us again and came back."

In fact, the new chief executive has been deeply involved in the ups and downs of Ericsson in the 1980s, working in a wide range of areas. With a physics doctorate from Uppsala University and a stint in a research laboratory for Stora, Sweden's forestry giant, Mr Ramqvist has proved to be a source of good ideas for Ericsson's development.

He first came to the attention of the company's board with his shrewd advocacy of a joint deal with Texas Instruments, which involved the American company providing the micro-electronics for Ericsson's AXE digital switching system. Out of this emerged the company's eventual decision to disinvest from computer and information technology.

Mr Ramqvist studied law in his spare time and is an expert in licensing, knowledge that he found very useful when involved in the highly detailed negotiations he headed as chief



Lars Ramqvist: source of good ideas for development

of Ericsson's radio communications division, which ended with last summer's joint venture deal with General Electric of the US to attack the world's fast growing mobile phone market.

Under Mr Bjorn Svedberg's quiet style of leadership Ericsson has lacked a high public profile but this looks set to change with the more outspoken Mr Ramqvist. An active Young Socialist in his youth, he takes a critical and firm view of what needs to be done to ensure Swedish industry competes effectively on world markets in the 1990s.

These days Mr Ramqvist talks about the "destructive politics" of the Social Democrats, of the need to maintain nuclear energy and above all "harmonise" the country with the rest of western Europe.

"There is a gradual exodus going on into the European Community," he admits. "Ericsson could do everything in the EC. It would be easy for us because we have been in western Europe for a long time. We are already a part of the EC."

No plans exist at the moment to transfer any of Ericsson's existing production facilities out of Sweden into the EC but Mr Ramqvist does not give the impression that he will maintain the company's Swedish presence for any sentimental reasons.

In his opinion, Ericsson is in a strong global position to grow rapidly in the 1990s. The company's broad global presence in world telecommunications should enable it to face

fierce competition from rivals like AT&T, Siemens and Motorola without losing ground overall.

The liberalisation of telecommunications will provide greater opportunities for the company's growth in countries where the forces of industrial nationalism have sought to freeze out foreign intruders in the past.

Ericsson believes in establishing itself in new markets through different forms of joint collaboration. This is what it did in the US with its tie-up with Atlantic Richfield in the early 1980s, with Thorn EMI in Britain, Telefonica in Spain and Matra in France. "We need to co-operate with others in the development of basic systems," says Mr Ramqvist.

In September he plans to hold a summit conference of Ericsson senior managers to set out the company's offensive strategy for the 1990s. Already Mr Ramqvist has some clear ideas of what he wants to achieve.

My first task will be to trim the organisation so that we can respond faster in more flexible markets," he asserts. "We have to get closer to our customers. The market will grow more fragmented with increased competition as it is standardised and liberalised."

As a result, he believes Ericsson will have to become "more focused on quality and price. The fight will be on the levels of service we can provide. We will have to put a greater emphasis on the marketplace."

"We need to respond to its demands in a more professional manner."

## Saatchi shares advance

By Alice Rawsthorn

SAATCHI & SAATCHI, the troubled UK communications group, yesterday saw its share price leap by 10 per cent from 107p to 118p after heavy buying in the US, fuelled by favourable comment and speculation about a French bid.

The rise in Saatchi's shares followed last Friday's news that Mr Robert Louis-Dreyfus, Saatchi's new chief executive, had dismissed Mr Roy Warman and Mr Terry Bamister.

The dismissals have been interpreted by the markets as a sign that Mr Louis-Dreyfus has won strategic control of the company from the Saatchi brothers and that he now has the authority to get to grips with its financial problems.

Saatchi's shares have declined dramatically in recent weeks in response to a series of gloomy announcements about its financial difficulties. The shares, which were worth nearly 200p a year ago, began last week at a low of 85p.

## Ares-Serono rises 19%

By William Duffell in Geneva

ARES-SERONO, the Switzerland-based pharmaceuticals group, yesterday reported an 18.9 per cent increase in sales to \$140m in the first quarter compared with the first three months of 1989.

Operating income grew by 10.2 per cent to \$27.8m, but net earnings slumped by 10.5 per cent to \$13m or \$33.87 per share against \$14.6m or \$36.80 per share in the first quarter of 1989. The setback in net

profit is attributed partially to foreign exchange differences of \$2.2m realised mainly in Latin America and to increased financial expenses. It was also influenced by investments in the loss-making diagnostics division.

Mr Fabio Bertarelli, chief executive, said it was too early to forecast results this year. Much would depend on the US's economic development. There the group generated 28 per cent of turnover last year.

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EUROPE'S BUSINESS NEWSPAPER

**Canadian Pacific Limited**

Canadian Pacific Limited had net income for the first three months of 1990 of \$76.2 million, or 24 cents per Ordinary share, compared with \$134.1 million, or 42 cents per share, in the corresponding period last year.

Consolidated revenues from continuing operations were \$2,588.9 million in the first quarter of 1990 compared with \$2,620.3 million in the first quarter of 1989.

Weakness in forest product markets was the major reason for the reduced earnings. Lower results also were posted by the telecommunications and manufacturing and the real estate and hotels sectors. The energy and the transportation and waste services sectors showed improvement.

Consolidated Income (unaudited)		
	1st Quarter 1990	1st Quarter 1989
Transportation and Waste Services	\$ 29.9	\$ 23.8
Energy	47.8	38.0
Forest Products	3.9	51.9
Real Estate and Hotels	3.2	14.7
Telecommunications and Manufacturing	(8.6)	3.0
Income from continuing operations	76.2	131.4
Discontinued operations	-	2.7
Net income	\$ 76.2	\$ 134.1
Average number of shares outstanding	318.3	316.9
Earnings per Ordinary share		
Income from continuing operations	\$ 0.24	\$ 0.41
Net income	\$ 0.24	\$ 0.42

Although earnings should improve over the balance of the year compared with the first quarter performance, results for the full year will be significantly below those of 1989, reflecting highly competitive forest product markets, exceptionally high interest rates and an overvalued Canadian dollar. However, oil prices are expected to be relatively stable and rail traffic is expected to be well above 1989 levels.

For more information, please write to: Denis Keast, Director, Financial Services, Canadian Pacific Limited, 52-55 Trafalgar Square, London WC2N 5DY.

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Madrid 22-23 May 1990, Palacio de Congressos

PATINNOVA '90 will be the first European Congress dealing with patent and innovation matters. It will focus on how to promote innovation and accelerate the spread of new technologies by means of the patent system. Its overall objective is to improve general awareness of the economic and marketing importance of the patent system. PATINNOVA '90 will illustrate the potential benefits at all levels that "best practice" in the field of industrial property rights can bring to enterprises.

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The PATINNOVA Programme and other information can be obtained from:

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Dr. U. Täger, IFO-Institute Munich, Pöschinger Strasse 5, D-8000 München 86, Tel: (49) 89 52 24-0/-345/-342/-300, Telex 522269, Fax (49) 89 385369

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**FINANCIAL TIMES**  
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## INTERNATIONAL COMPANIES AND FINANCE

### Out of step means out of pocket

Paul Cheeseright on the dangers of misreading cycles within the UK property sector

**D**epression in the UK property sector is taking its toll. More companies are expected to follow in the steps of Rush & Tompkins, where the rooster has been called in, and Shearson Securities, where the banks have been called upon to restructure the finances.

In general terms the companies are being hit from two sides. First, at least in south-east England, there is a natural sluggishness to the market, which has switched from an undersupply of space to an oversupply. Second, the slow-down of the economy has started to turn this sluggishness into a financial morass for property companies, as high interest rates have put up costs and dampened the expansion plans of their clients.

"Property works in cycles: you have got to have a view about where you are in the cycles," says Mr Michael McNair Scott, finance director of Helical Bar. The cycles move differently for different types of property and they move differently for different regions. At Helical Bar the assumption is three good years and four bad years. The companies in trouble now have misread the cycles or have chosen to disregard them. Because now is the time of the downslide. The upslide was 1986-1989, just as in previous cycles it was 1970-1973 and

1978-1979. The cycles pay no respect to the size of companies. But the survivors are likely to have at least one of two characteristics. They will have assets producing an income stream from rents. Or they will have assured their cash position through devices like the forward sale of buildings under development or lengthy lines of credit.

The property investment companies are not under threat. This is as true for Land Securities, the UK's largest, with a rental income for the year to last March estimated at about £270m (£430m), as it is for Barlows with a 1989 rental income of £1.8m. The two have in common the fact that rental income comfortably exceeds financial charges.

Those under threat are the highly-leveraged property development companies. "A lot of the trouble," says Mr Peter Morgan, a director of Oakway Properties, a private Merit Tyndal company, "is that people expanded just for the hell of it. In small companies you've got to put the effort into detail otherwise you just don't survive." Rackless expansion led, even as late as mid-1989, to some companies paying prices for sites that could be justified only on the assumption that demand for space would

remain strong enough to stimulate a continual and sharply rising growth in rents. But rental growth of 14.7 per cent in 1987, 23.9 per cent in 1988 and 14.4 per cent — across the average institutional portfolio measured by the Investment Property Database — could clearly not be sustained. That growth has now expired.

Given that much of the investment demand has disappeared from the property market, the financial variables in a property development have shifted against the highly-leveraged company. Selling prices have slipped, and the capital value of property has started to erode, at a time when the financial charges have increased. Potential 20 per cent profit margins have been sliced away. The response to such financial dangers has inevitably been defensive.

Companies like Rosehaugh, which stunned the stock market with a one-for-one rights issue to raise £150m in February, have withdrawn from some developments.

Helical Bar's reading of the cycles led it away from London development to the purchase of run-down industrial property in the British regions.

But its financial tactics, Mr McNair Scott explains, have had three aims. First, to maintain liquidity through the accumulation of cash and bank facilities. Second, to take out

interest rate caps in order to have protection against base rate rises. Third, to work towards having bank loans on as long a duration as possible.

Begallian, originally a residential property developer, realigned its activities in 1987 in the belief that the residential market had overheated. "Almost inevitably the commercial market follows," says Mr David Goldstone, chairman.

**B**ut it moved into commercial property and sought to secure its position by selling or leasing forward three office developments. Then it sought to boost residential sales by offering a pay-half-now and half-later deal.

From these experiences three strands emerge. First is the desire not to undertake any development at all unless there is a certain sale or leasing. Second is the aim of finding a position in the market where the next growth will come from. Third is the need for cashflow to meet running commitments.

But there are companies with development plans in areas with little prospect of rental or capital growth — City of London fringes, for example — and very little cashflow. The bell will toll for them. "We're all aware it's cyclical. You've got to be prudent. You've got to be lucky," says Mr Goldstone.

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### Andreu to resign his post as chairman of Iberia

By Tom Burns in Madrid

MR NARCIS ANDREU, who as chairman of Iberia steered Spain's national airline back into profitability, is to resign his post at the beginning of next month.

He will be replaced by Mr Miguel Aguila, currently the head of the shipbuilding division at INI, the public sector holding, which is the main shareholder in Iberia.

The replacement comes at the request of Mr Andreu, 57, who after five years running Iberia will now take up the post of executive president of the Banco Exterior de España, the Brussels-based subsidiary of the state-controlled export finance institution, Banco Exterior de España.

A banker by profession, Mr Andreu knows Brussels well and will also act as a personal adviser on European Community matters to the president of Banco Exterior.

At Iberia Mr Andreu presided over a remarkable turnaround in the company's finances; accumulated losses of Ptas4bn (892.67m) between 1979-84 were followed by profits of Ptas1bn during 1985-88. He was also responsible for an investment programme totalling some \$2.3bn to renew Iberia's fleet with McDonnell Douglas and with Airbus aircraft. Mr Andreu's final decision at the time of his resignation was a recommendation to acquire eight Boeing B-767s.

### Yasuda joins Chicago bank in advisory service

By Barbara Durr in Chicago

JAPAN'S Yasuda Trust & Banking, and Masai, a private investment banking boutique in Chicago, have entered a joint venture to provide advisory services to small and medium-sized US and Japanese companies that wish to do business in the other country.

This is the first US-Japanese partnership to aim specifically at the small and medium-sized market. Mr Thomas Smith, a principal of Masai, said the partnership would target companies with annual revenues of \$10m-\$25m.

Business opportunities in Japan are expected to be best for US companies in construction services, particularly engineering, and retailing.

Mr Smith said Masai's clients were eager to establish a presence in the Pacific Rim either

through acquisition, license or joint ventures. He acknowledged that doing business in Japan for US companies that were not household names required a Japanese introduction and that would now be provided by Yasuda.

According to Mr Tsutomu Aizawa, director and general manager of Yasuda, the bank was motivated to locate in Chicago because Japanese automotive companies that have successfully set up in the American Midwest have drawn the attention of other Japanese businesses.

There is interest in establishing not only factories but distribution centres and regional headquarters in the region, he said.

Yasuda Trust joins more than 15 other Japanese banks already in Chicago.

### COMPANY NEWS IN BRIEF

■ **AFRICAN OXYGEN** (Afrox), British Oxygen's 53 per cent owned South African subsidiary, has shown a 28 per cent increase in trading profit to R53m (R35m) in the six months to March, Philip Gawth reports from Johannesburg.

Turnover for the group, which is involved in the manufacture and marketing of gases and welding equipment, and owns 10 private hospitals, increased 26 per cent to R438m.

Pre-tax profit grew by 16 per cent over the year ago period to R78.6m after a steep increase in interest paid. This resulted from the combination of a large capital expenditure programme and prevailing high interest rates.

■ **Northam Platinum**, which is developing a platinum mine in the Transvaal province of South Africa, is to raise R600m (\$25.5m) net of estimated expenses of R2m by way of a rights issue, Kenneth Gooding reports.

The company, 60.4 per cent owned by the Gold Fields of South Africa mining group, said yesterday full details would be given on May 14.

So far Northam has spent R453.5m on developing its mine and a further R515m will probably be needed. The mine is expected to be in production during the 1991-92 financial year.

■ **Matsuzakaya**, Japan's fifth-largest department store operator, has announced that consolidated pre-tax earnings for the year to February grew by 7.0 per cent to ¥12.82bn (\$51m)

from ¥11.98bn, owing to vigorous personal consumption, AP-DJ reports from Tokyo. Net earnings surged 30 per cent to ¥9.42bn or ¥90.67 a share, from ¥7.92bn or ¥73.71 a share. Sales amounted to ¥33.58bn, up 4.8 per cent.

■ **Kobe Steel**, one of Japan's leading steelmakers, announced yesterday that it had chosen Mr Shiro Fukukawa, former Vice Minister of International Trade and Industry (MITI), as its vice president, Kyoto reports from Tokyo.

Mr Fukukawa, 58, served as administrative vice minister at MITI between June 1986 and June 1988.

■ **Tian An China Investments**, the Hong Kong hotel, property and China trade group, yesterday said its 1989 after-tax profit tumbled 61 per cent to HK\$5m (US\$640,000) from HK\$12m a year earlier, as a result of a slowdown in business after the June 4 massacre in Peking, AP-DJ reports from Hong Kong.

Earnings per share plummeted 73 per cent to 1.04 cents from 3.88 cents a year ago, while turnover more than doubled to HK\$204m from HK\$92m.

■ **Bengal Star**, a closely-held Australian concern, is bidding 6 cents a share for all the ordinary or common shares in Bond Corporation Holdings's 64 per cent-owned mining offshoot Endeavour Resources, valuing all the target at A\$11.1m (US\$8.37m), AP-DJ reports from Sydney.



## INTERNATIONAL COMPANIES AND FINANCE

# Talks on sale of Bond's 50% university stake fail

By Kevin Brown in Sydney

MR ALAN BOND, the debt-laden Australian entrepreneur, faced a new problem yesterday after negotiations collapsed over the sale of a 50 per cent stake in the site of Australia's first private university.

Bond University, which opened a year ago on Queensland's Gold Coast, was founded by Mr Bond and financed jointly by Bond Brewing Investments (BBI) and EIE International, a Japanese property and leisure consortium headed by Tokyo-based Mr Haruhiko Takahashi.

The two companies are believed to have invested around A\$120m (US\$90m) each in Bond University Trust, the vehicle for the development.

The university was established separately under an act of the Queensland Parliament and was intended to be financed jointly by BBI and EIE until it was able to become self-financing.

However, the operating costs of more than A\$500,000 a week have been met by EIE alone

since January, when the financial problems of the Bond group became acute.

EIE said yesterday that it had offered to buy the Bond stake to guarantee the future of the university but had pulled out of negotiations because of the high valuation placed on the stake by BBI.

No figures were released, but BBI is understood to have valued its holding at A\$120m - equal to its investment in the project. EIE is understood to have been prepared to offer a maximum of A\$50m, partly because it would have to sell the holding to an Australian company because of Australia's foreign investment regulations.

EIE said: "No firm offers were made, but it became clear after preliminary discussions that Bond regarded the level we were prepared to offer as

imputed because they want their full investment out. Our position is that if we were buying the stake on a custodial basis with a view to selling it

on we would have to take a view on the price we could persuade a new buyer to pay."

EIE has agreed to continue to fund the university until June 30. In the meantime, it hopes to persuade the Bond group to provide some short-term financing. One option was that the Bond holding could be used as collateral for loan funding if it could be quarantined from the rest of the group. Alternatively, the Bond equity could be transferred gradually to EIE to reflect its provision of short-term financing.

The collapse of negotiations comes at an awkward time for the university, which will award degrees on Sunday to the first nine graduates of its one-year MBA course. A further 600 undergraduates will restart their studies next week.

The university said it was convinced the future of the institution was safe, but acknowledged that "a lot of people feel threatened" by the financial uncertainty.

## Misc plans to raise M\$563m in rights issue

By Lim Siong Hoon in Kuala Lumpur

MALAYSIAN International Shipping Corp (Misc), the country's largest shipping line, has proposed a one-for-four rights issue to raise M\$563m (US\$207.7m) for an expansion programme during the next two years.

Misc also said foreign-held shares, representing a 30 per cent stake in the group, will be quoted separately from June 1.

Misc's charter, the articles of association, restricts foreign equity shareholding in the group to 30 per cent; this ceiling was reached last June. Since then foreign investors have had to wait for shares being sold by existing foreign stockholders.

Accompanying the cash call is a one-for-four bonus issue. The two issues combined would lift Misc's share capital by 50 per cent, from M\$500m to M\$750m. The rights allocation is to be made at M\$4.50 a share, less than half the last traded price of M\$9.10.

The group, which just reported M\$461m pre-tax profit on a turnover of M\$1.8bn for last year, has more than M\$1bn in term loans and a 1:1 debt-to-equity ratio, down from 1984's level of 2:1.

Misc has been contemplating the replacement of some of the old bulkers and liners in its 42-vessel fleet.

Misc said M\$400m was needed to acquire new vessels, and another M\$200m to expand its warehousing and container operations. It is also negotiating to take a stake in Malaysia Shipyard Engineering, a state-owned ship maintenance and repair facility which is to be privatised.

## Coles Myer sales increase to A\$3.4bn

COLES MYER, Australia's biggest retailer, yesterday unveiled a 5.4 per cent rise in sales to A\$3.4bn (US\$2.56bn) for the third quarter ended April 29, from A\$3.23bn a year earlier, AP-DJ reports from Melbourne.

Cumulative sales for nine months rose 5.2 per cent to A\$11.12bn from A\$10.57bn. Mr Brian Quinn, chairman and chief executive, said the company's food and home operations performed well, as did the discount supermarket and department-store chains and New Zealand businesses.

Mr Quinn said the overall sales increase for the latest quarter was "satisfactory given the high interest-rate climate and the prevailing economic conditions."

He said other factors to hit sales included the March national election campaign in Australia, transportation disputes and flooding in eastern Australia. He described retail sales as generally "depressed."

## All-clear given BIL to take NZ Telecom stake

BRIERLEY Investments (BIL), the New Zealand investment company, has gained clearance from the New Zealand Commerce Commission to buy a majority stake in Telecom Corporation, the state-owned telecommunications utility, Benter reports from Wellington.

Mr Bruce Hancock, the chairman, said the company is in the last stages of examining the accounts.

The Government is seeking bids for Telecom Corp as part of its state asset sales programme designed to raise funds to repay domestic public debt.

Foreign ownership in Telecom Corp will be limited to 49.9 per cent and BIL is seen as the only local company willing and able to pay the price for Telecom, which has an estimated total market value of NZ\$3bn (US\$1.7bn) to NZ\$4bn.

Mr Hancock said BIL was keeping an open mind on what form a bid might take. "We are today flexible on that," he said. "We are aware of many interested parties and many ways of going about it."

Brierley has not said how much of Telecom it would seek to acquire.

## Nagasakiya posts advance of 5.5%

NAGASAKIYA, the Japanese chain store group, yesterday announced a 5.5 per cent rise in consolidated pre-tax profits for the year to February to Y8.41bn (US\$51.1bn) from Y7.97bn a year earlier, AP-DJ reports from Tokyo.

Net income dropped 0.7 per cent to Y4.58bn or Y31.49 a share, from Y4.62bn or Y31.72. Sales came to Y488.31bn, rising 10.6 per cent from Y444.25bn a year earlier. Sales of clothing accounted for 28 per cent of total sales.

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## ANNUAL GENERAL MEETING

Shareholders in Svenska Cellulosa Aktiebolaget SCA are hereby summoned to the annual general meeting of shareholders, to be held at the Sheraton Hotel, Västerhavet, Södra Hamngatan 59-65, Gothenburg, Sweden, on Tuesday, May 29, 1990 at 4:30 p.m.

### AGENDA

- Matters to come before the meeting, as prescribed by law and the articles of association, include: presentation of the annual report and auditors' report for the parent company and Group; decisions concerning the adoption of the parent company's and consolidated statements of earnings and balance sheets; disposition of profits as recommended in the adopted balance sheets; discharge of the board of directors and president from liability; and the election of board members and auditors.
- A shareholder proposal for SCA to investigate the possibility of commencing a large-scale afforestation program to counteract the greenhouse effect.

### NOTICE OF INTENTION TO ATTEND, ETC.

Shareholders intending to participate at the meeting must be listed in the register of shareholders maintained by the Swedish Securities Register Centre (VPC) no later than on Friday, May 18, 1990 and notify SCA no later than 4 p.m. on Friday, May 25, 1990, either by mail to SCA at S-851 88 Sundsvall, or by phone at +46 60 19 30 00 or 19 31 14.

The notice should contain:

- the name of the shareholder
- social security or organization number
- address and telephone number

To participate at the meeting, shareholders whose stock are held in trust by banks or stockbrokers must re-register the stock in their own names at VPC by no later than Friday, May 18, 1990. Such re-registrations, which can be done temporarily, should be requested of the trustee well in advance of this date.

Persons intending to act as proxies on behalf of shareholders will be required to produce a written and dated power of attorney. Any such power of attorney can be valid for no longer than one year from the date of issuance.

### PAYMENT OF DIVIDENDS, ETC.

The board of directors has proposed Friday, June 1, 1990 as the record date for determining rights to dividends. If the same date is approved at the meeting, VPC is expected to distribute the dividends on Monday, June 11, 1990.

Sundsvall, May 1990

The Board of Directors



**Svenska Cellulosa Aktiebolaget SCA**

## OK Bazaars profits squeezed

By Philip Gawth in Johannesburg

A COMBINATION of difficult retail conditions and political instability hit the profits of OK Bazaars, one of South Africa's three largest supermarket chains, in the year ended March 31.

Turnover increased 13.2 per cent to R4.22bn (US\$58m), but abnormally large shrinkage losses and a higher interest bill saw operating income only 1.9 per cent up at R88.4m.

Although the turnover figure lags behind the inflation rate, it is in line with those of its main competitors. The group was particularly hard hit in the second half of the year.

The higher interest bill and

tighter margins saw earnings attributable to shareholders decline 15.5 per cent to R20.2m. Earnings per share were down to 18 cents from 19 cents and the final dividend was 16.5 cents lower at 85 cents from 108 cents.

The directors anticipate difficult trading conditions in the year ahead, with consumers' disposable income remaining under pressure.

But they are confident that improved stock turnover, which reached a record 6.1 in the past year, and tighter cost controls, backed by the introduction of a centralised warehousing system in the grocery

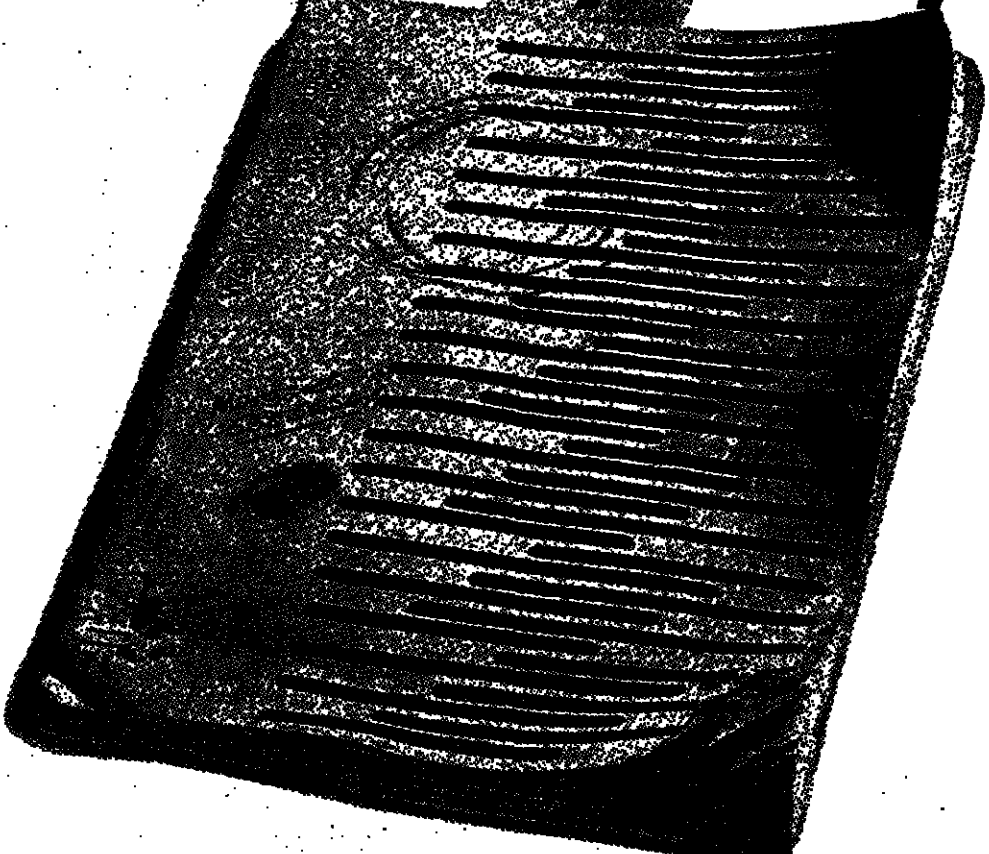
section, should allow earnings to rise.

In the year under review, higher interest rates dampened consumer spending and also saw the group's interest bill increase by 40 per cent.

This figure was inflated by the inclusion of the purchase of more advanced computer equipment on financial lease.

Mr Gordon Hood, managing director, said the surge in political unrest in recent months had led to unusually high squeezes in areas such as the Vaal Triangle, Pietermaritzburg and parts of Bophuthatswana.

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### New Issue

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Smith Barney Harris Upham & Co.      Dean Witter Reynolds Inc.      Furman Selz Mager Dietz & Birney  
A. G. Edwards & Sons, Inc.      Advest, Inc.      Cowen & Co.      First Albany Corporation  
Gruntal & Co., Incorporated      Ladenburg, Thalmann & Co. Inc.  
C. J. Lawrence, Morgan Grenfell Inc.      Neuberger & Berenson      Tucker Anthony  
Brean Murray, Foster Securities Inc.      Fa. nestock & Co. Inc.      First Manhattan Co.  
Gabelli & Company, Inc.      Jeausp & L. ont, Incorporated      Josephthal & Co.

## Standard Chartered

Standard Chartered PLC

US\$300,000,000 Undated Primary Capital  
Floating Rate Notes (Series 2)

In accordance with the provisions of the Notes, notice is hereby given that for the six months period (184 days) from 9th May, 1990 to 9th November, 1990, the Notes will carry interest at the rate of 9 1/8 per cent. per annum.

The interest payment date will be 9th November, 1990. Payment, which will amount to US\$469.58 per US\$1,000 Note and US\$2,347.92 per US\$10,000 Note, will be made against surrender of Coupon No. 10.

Chartered WestLB Limited  
Agent Bank

## Standard Chartered

Standard Chartered PLC

US\$400,000,000 Undated Primary Capital  
Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 9th May, 1990 to 11th June, 1990, the Notes will carry interest at the rate of 9 1/8 per cent. per annum.

Interest accrued to 11th June, 1990 and payable on 9th July, 1990 will amount to US\$83.07 per US\$1,000 Note and US\$830.73 per US\$10,000 Note.

Chartered WestLB Limited  
Agent Bank

## ALLIANCE LEICESTER

Alliance & Leicester Building Society  
£50,000,000

Subordinated Floating Rate Notes due 2004

For the three months 8th May, 1990 to 8th August, 1990, the Notes will carry an interest rate of 15.730% per annum with an interest amount of £396.48 per £10,000 and £3,964.82 per £100,000 Bond, payable on 8th August, 1990.

Listed on the Luxembourg Stock Exchange.

Bankers Trust  
Company, London

Agent Bank

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## PAN-HOLDING

As of April 30, 1990, the  
unconsolidated net asset  
value was  
USD 317,962,158.77 i.e.  
USD 517.01 per share of  
USD 100 par value.

The consolidated net  
asset value per share  
amounted, as of April 30,  
1990 to 535.02.

## INTERNATIONAL CAPITAL MARKETS

# Medium-lot deals escape Tokyo's commission cuts

By Robert Thomson in Tokyo

THE Tokyo Stock Exchange has circulated plans to cut brokerage commission rates on small and large lot transactions by 7 per cent, while medium-lot commissions will remain unchanged in a small victory for foreign securities houses.

Foreign houses, which tend to deal in the medium range, suggested to the exchange that a reduction would be unreasonable following the market slump this year, but they had feared an average cut by as much as 10 per cent.

"It should be said that brokers don't like any cuts in commission, but, under the circumstances, the exchange has done a very good job," one foreign broker said.

The exchange is expected to discuss the proposed changes at a meeting of its membership committee tomorrow and at a board meeting next week, but a Japanese broker said that the average 7 per cent cut in commissions is "almost certain" to be approved and is likely to be introduced next month.

Under the plan, commissions on transactions of between ¥50m and ¥300m will fall to 0.35 per cent from 0.40 per cent, with the 0.05 per cent cut con-

tinuing down to the smallest trades, which are generally handled by the retail outlets of Japanese securities houses. Commissions on trades of ¥50m to ¥100m and from ¥100m to ¥300m will remain at 0.35 per cent and 0.3 per cent respectively, while those on transactions between ¥300m and ¥500m will fall from 0.30 to 0.15 per cent, and between ¥500m and ¥1bn from 0.20 to 0.10 per cent, the rate for lots above ¥1bn.

Late last year, rumours circulated in the Tokyo market that the commissions cut could be as high as 15 per cent, but the low turnover levels and plunging prices this year prompted the TSE to aim for a smaller reduction than the 9.5 per cent cut made in October 1987 and the 9.1 per cent cut in November 1988.

Small Japanese securities houses are known to be annoyed that the foreign houses appear to have successfully lobbied the TSE, while their requests for no reduction in small-lot commissions were ignored.

Foreign houses do not have the retail networks that are a prime source of small-lot revenue for Japanese companies.

An executive at a British brokerage said that late last year Japanese securities houses were openly criticised for earning too much, but their profit prospects have been dulled by the volatile market this year and the pressure for large commission cuts has eased.

"The spread of commissions will be much smoother with the new cuts. We don't want to say too much, but we have been well treated. The Japanese commission rates remain higher than overseas markets, but you can't make a direct comparison," the executive said.

Another foreign broker said that a large cut in medium-lot commissions would have made life very difficult for some foreign companies and "it would have been embarrassing for the TSE if the only securities houses losing money were foreign."

"Commissions should be higher in Tokyo than in New York or London because the cost of doing business here is higher. It is right that you should pay more here. It's like trying to compare the cost of a pizza in the Giza to a pizza in Piccadilly," the broker said.

# Dutch fund group sets up bank in Switzerland

By William Duffin in Geneva

ROBECO, the Dutch group which operates Europe's third largest investment fund business with assets of about \$22bn, is setting up a bank in Switzerland as part of plans to broaden its client base internationally.

By establishing Banque Robeco (Suisse), the group is making a strategic move in an entirely new direction, Mr. Willem Engelberts, chairman of the bank and executive director of Robeco, said yesterday. Robeco, the only non-bank among the top 10 private fund groups in Europe, had to be more aggressive in presenting itself to the world and needed to offer international investors banking services as well as placements in its funds, he said.

Banque Robeco (Suisse) will offer customers current and deposit accounts, and a range of credit facilities. Initially, money market deposits on a fiduciary basis, which avoids Swiss withholding tax, are being offered in seven currencies for periods of up to one year.

The minimum deposit is \$25,000, which is lower than that accepted by many other Swiss banks. The bank will lend customers up to 70 per cent of their holdings in Robeco's equity funds and up to 80 per cent of their holdings in the bonds and property funds.

Robeco's new bank will allow it to market its funds directly in West Germany, from which it has been excluded by a law restricting the operations of foreign-based investment funds.

Mr. Engelberts said the bank and distribution centre for the Robeco funds in Geneva was "30 per cent aimed at European clients." But, with an eye on South America, the group has set up representative offices in Montevideo and Caracas. A distribution centre had been established in Paris in 1988 but all other offices outside the Netherlands will work under Geneva.

Currently, roughly 60 per cent of investments in the Robeco group are generated in the Netherlands. Internationally Robeco is competing for a different type of investor: the finance holding in its funds placed through the old Dutch finance company is about 10 times as large as the average Dutch holding.

## Foreign banks 'to withdraw from Australia'

ABOUT half the 16 foreign banks in Australia will quit in the next few years, according to Mr. Rob Ferguson, the managing director of Bankers Trust Australia, yesterday, Reuter reports.

He told a bank industry conference that northern hemisphere banks were increasingly questioning the need to be involved in low return markets such as Australia.

"Foreign banks were the cannon fodder of [finance industry] deregulation. It was their role to create competition," he said. But, like most frontline troops, they never really had a chance against the established big four local banks, he said.

Given the near impossibility of them making a profit in Australia and the mounting pressure on many northern hemisphere banks in their home bases from loan losses, he believes most northern hemisphere banks will ultimately withdraw from Australia," Mr. Ferguson said.

He added that the rapid build-up of foreign banks in Australia after deregulation in 1985 was a cracking pace for competition. "Under these circumstances banks, to their present regret, began allocating credit without due regard to risk."

## S Korea curbs volatile market

SOUTH Korea has taken steps to curb stock-market volatility, Reuter reports.

The measures include the formation of a \$100m offshore fund for foreign investors, an increase in the domestic stock market investment fund and a reduction in the securities transaction tax to 0.2 per cent from 0.5 per cent.

Finance Ministry officials said the offshore fund, tentatively called the Korea Asia Fund, would be set up for Asian and Pacific investors. A market stabilisation fund already set up by securities companies would be doubled to 4,000m won.

Plans to sell off shares in state-owned or partially state-owned companies will be delayed until the market stabilises.

# Chiquita plans \$130m placing

By Vanessa Houlder

CHIKUITA Brands International, the world's largest distributor of bananas formerly known as United Brands, is broadening its international shareholder base through a \$130m placing.

American Financial Corporation, the conglomerate headed by Mr. Carl Lindner, the financier, will reduce its holding in Chiquita from 81.3 per cent to 65.5 per cent, as a result of the sale of 51.8m shares by its 65

per cent-owned subsidiary, Great American Communications Company (GACC). In addition, Chiquita is selling its shares.

About 40 per cent of the shares are being offered outside the US.

The company estimates it has a 35 per cent share of the world's banana market, followed by Cavendish & Cook, which has the Dole brand, and Fyffes International, with the

Del Monte brand. It has expanded its fresh fruit and vegetable operations and moved further into prepared foods.

The company is hoping to develop opportunities in eastern Europe and build its business in the Middle East and Japan.

The proceeds received by Chiquita will be used to replace its corporate funds after its purchase of 2m of its shares from GACC earlier this year.

## FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

US DOLLAR					Closing prices on May 8						
	Issued	Bid	Offer	Change	Yield		Issued	Bid	Offer	Change	Yield
Algeria 5 1/2 %	750	1994	92 1/2	+1 1/4	9.56	YEN STRAIGHTS	100	99 1/2	99 1/2	0	7.14
Algeria 6 1/2 %	750	1994	93 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 7 1/2 %	750	1994	94 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 8 1/2 %	750	1994	95 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 9 1/2 %	750	1994	96 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 10 1/2 %	750	1994	97 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 11 1/2 %	750	1994	98 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 12 1/2 %	750	1994	99 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 13 1/2 %	750	1994	100 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 14 1/2 %	750	1994	101 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 15 1/2 %	750	1994	102 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 16 1/2 %	750	1994	103 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 17 1/2 %	750	1994	104 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 18 1/2 %	750	1994	105 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 19 1/2 %	750	1994	106 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 20 1/2 %	750	1994	107 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 21 1/2 %	750	1994	108 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 22 1/2 %	750	1994	109 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 23 1/2 %	750	1994	110 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 24 1/2 %	750	1994	111 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 25 1/2 %	750	1994	112 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 26 1/2 %	750	1994	113 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 27 1/2 %	750	1994	114 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 28 1/2 %	750	1994	115 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 29 1/2 %	750	1994	116 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 30 1/2 %	750	1994	117 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 31 1/2 %	750	1994	118 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 32 1/2 %	750	1994	119 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 33 1/2 %	750	1994	120 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 34 1/2 %	750	1994	121 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 35 1/2 %	750	1994	122 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 36 1/2 %	750	1994	123 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 37 1/2 %	750	1994	124 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 38 1/2 %	750	1994	125 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 39 1/2 %	750	1994	126 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 40 1/2 %	750	1994	127 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 41 1/2 %	750	1994	128 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 42 1/2 %	750	1994	129 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 43 1/2 %	750	1994	130 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 44 1/2 %	750	1994	131 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 45 1/2 %	750	1994	132 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 46 1/2 %	750	1994	133 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 47 1/2 %	750	1994	134 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 48 1/2 %	750	1994	135 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 49 1/2 %	750	1994	136 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 50 1/2 %	750	1994	137 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 51 1/2 %	750	1994	138 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 52 1/2 %	750	1994	139 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 53 1/2 %	750	1994	140 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 54 1/2 %	750	1994	141 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 55 1/2 %	750	1994	142 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 56 1/2 %	750	1994	143 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 57 1/2 %	750	1994	144 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 58 1/2 %	750	1994	145 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 59 1/2 %	750	1994	146 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 60 1/2 %	750	1994	147 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 61 1/2 %	750	1994	148 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 62 1/2 %	750	1994	149 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 63 1/2 %	750	1994	150 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 64 1/2 %	750	1994	151 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 65 1/2 %	750	1994	152 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 66 1/2 %	750	1994	153 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 67 1/2 %	750	1994	154 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 68 1/2 %	750	1994	155 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 69 1/2 %	750	1994	156 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 70 1/2 %	750	1994	157 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 71 1/2 %	750	1994	158 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 72 1/2 %	750	1994	159 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 73 1/2 %	750	1994	160 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 74 1/2 %	750	1994	161 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 75 1/2 %	750	1994	162 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 76 1/2 %	750	1994	163 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 77 1/2 %	750	1994	164 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 78 1/2 %	750	1994	165 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 79 1/2 %	750	1994	166 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 80 1/2 %	750	1994	167 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 81 1/2 %	750	1994	168 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 82 1/2 %	750	1994	169 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 83 1/2 %	750	1994	170 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 84 1/2 %	750	1994	171 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 85 1/2 %	750	1994	172 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 86 1/2 %	750	1994	173 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 87 1/2 %	750	1994	174 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 88 1/2 %	750	1994	175 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 89 1/2 %	750	1994	176 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 90 1/2 %	750	1994	177 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 91 1/2 %	750	1994	178 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 92 1/2 %	750	1994	179 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 93 1/2 %	750	1994	180 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 94 1/2 %	750	1994	181 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 95 1/2 %	750	1994	182 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 96 1/2 %	750	1994	183 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 97 1/2 %	750	1994	184 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 98 1/2 %	750	1994	185 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 99 1/2 %	750	1994	186 1/2	+1 1/4	9.56	C. of Local 100 1/2 %	60	99 1/2	99 1/2	0	7.14
Algeria 100 1/2 %	750	1994	1								



MARKETS

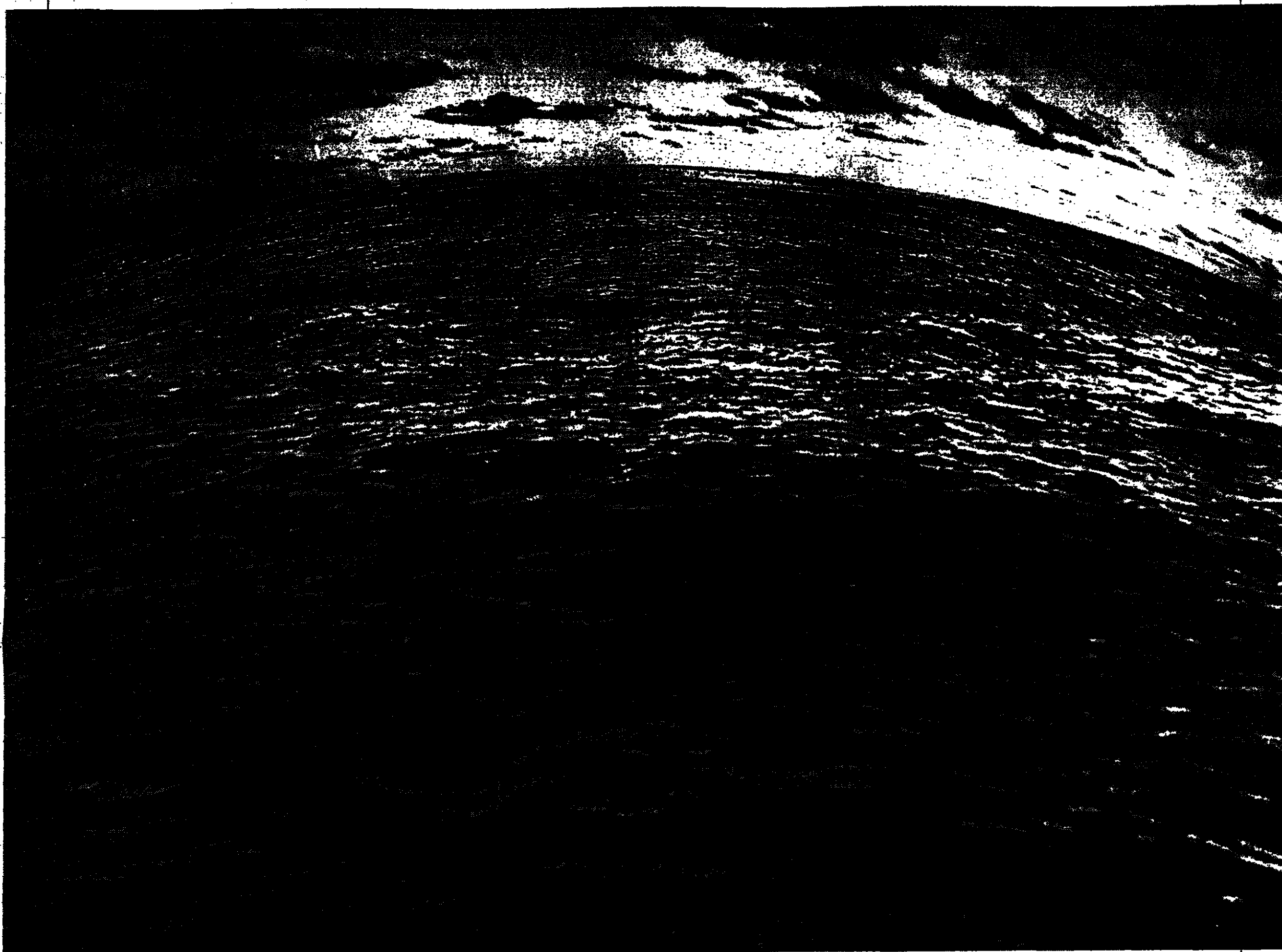
Dutch fund group sets up bank in Switzerland

By William G. ...

Foreign banks to withdraw from Austria

S Korea cuts volatile market

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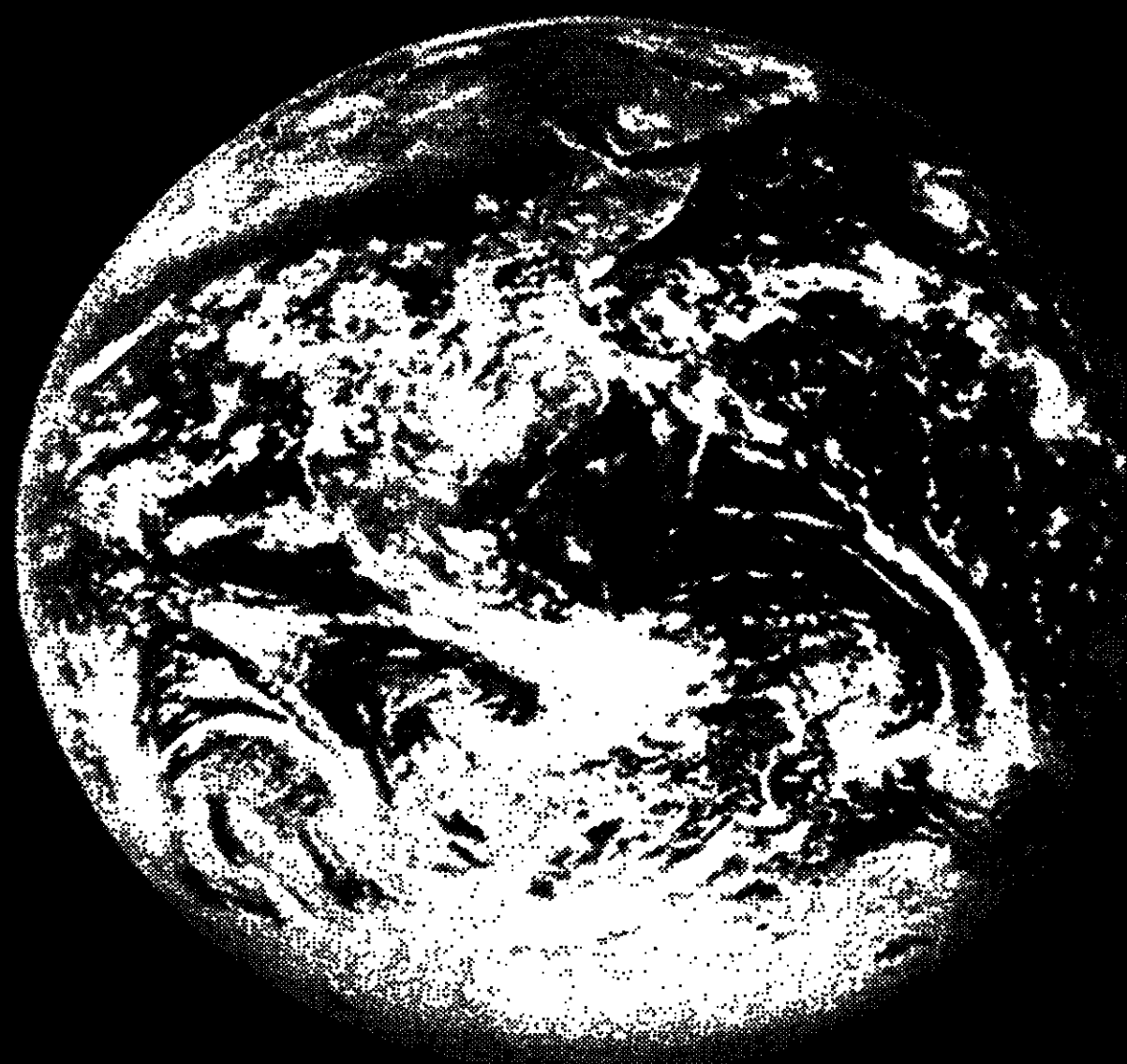
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## SGS Société Générale de Surveillance Holding S.A.

### Offer for the Exchange of Bons de Jouissance category A for Bearer Shares

The Board of Directors of Société Générale de Surveillance Holding S.A. has resolved to propose to the Annual General Meeting of Shareholders on June 27, 1990, that the share capital be raised from Fr. 14 500 000 to a maximum of Fr. 44 084 500 by, inter alia, the issue of a maximum of 58 168 new Bearer Shares of Fr. 500 par value without subscription rights for existing shareholders and holders of Bons de Jouissance category A. These new shares are to be reserved for the subsequent exchange offer.

Subject to the decision taken by the Annual General Meeting, the Board of Directors submits an offer to holders of Bons de Jouissance category A that will confer upon them the right to exchange their Bons de Jouissance category A for Bearer Shares of Fr. 500 par value during the period from

**May 14 to June 8, 1990, noon**

at any of the Swiss branch offices of the following banks:

Union Bank of Switzerland  
Pictet & Cie  
Bank Julius Bär & Co. Ltd  
Bank Sarasin & Co.  
Bank J. Vontobel & Co. SA Ltd

on the following terms:

- Using the application form for exchange, one bearer share of Fr. 500—par value, with coupon No. 1 and subsequent coupons attached, entitled to dividend for the 1990 business year, can be exchanged for 5 Bons de Jouissance category A, without par value, with coupon No. 10 and subsequent coupons attached.

If the Bons de Jouissance category A are already deposited with a bank, it is simply necessary to hand over to the bank the Application for Exchange duly completed and signed.

Any purchase or sale of a fraction of 1 to 5 Bons de Jouissance category A has to be made through the stock exchanges.

- The dividend for the 1989 business year will be paid to holders of Bons de Jouissance category A against Coupon No. 10.

The bank at which Bons de Jouissance category A filed for exchange are deposited will hold the dividend at the owners' disposal as of July 2, 1990 (ex date), or if filed Bons de Jouissance category A are sold before this date, the dividend will be forwarded to the buyer.

- The Federal Stamp Tax of 0.3% that becomes due on the new Bearer Shares as well as the Swiss withholding tax of 35% will be borne by the Company.

- The Bearer Shares resulting from the free exchange of Bons de Jouissance category A should be declared directly as income on Swiss federal tax returns. As the Company will assume the entire withholding tax burden, income should be calculated as follows for federal tax purposes:

Fr. 500 x 100 = Fr. 769.25 per new Bearer Share or  
65 = Fr. 128.20 per old Bon de Jouissance category A

Recoverable withholding tax is computed as follows:

35% of Fr. 769.25 = Fr. 269.25 per Bearer Share or  
Fr. 44.85 per old Bon de Jouissance category A

Any Swiss cantonal income tax liability is governed by the stipulations in the individual cantons for the taxation of bonus shares. In the cantons of Basle-Campagne, Geneva, Lucerne, Obwald, St. Gall, Thurgovie, Uri and Zurich, the par value of bonus shares is not subject to taxes; the only amount which is subject to income tax in these cantons is the grossed-up withholding tax of Fr. 269.25 per Bearer Share borne by the Company. The other cantons follow the principle applicable for Swiss federal tax.

Holders of Bons de Jouissance resident abroad should refer to the tax legislation in the respective country of domicile, and in particular to any existing double taxation agreement with Switzerland for possible recovery of Swiss withholding tax.

- The exchange and the delivery of the new Bearer Shares to the holders of Bons de Jouissance category A will be free of charge.

- Until June 29, 1990, the Bons de Jouissance category A will be traded on the stock exchanges in Zurich and Geneva on two lines:

Line 1: Bons de Jouissance category A not filed for exchange  
Line 2: Bons de Jouissance category A filed for exchange

- The new Bearer Shares will be traded on the stock exchanges of Zurich and Geneva as from July 2, 1990 (pre-bourse). Application will be made for the official listing of the Bearer Shares on the Zurich and Geneva stock exchanges to be effective as soon as the new Bearer Shares are delivered.

- The delivery of the new Bearer Shares will take place as soon as possible after the Annual General Meeting held on June 27, 1990.

- This offer is made on the condition that the Annual General Meeting of Shareholders on June 27, 1990, approves the creation of the Bearer Shares necessary for the exchange. If this proposal is rejected or withdrawn, the Bons de Jouissance category A filed for exchange will again be placed at the disposal of their owners free of charge.

- The new Bearer Shares have not been registered under the United States Securities Act of 1933 and may therefore not be offered or sold, either directly or indirectly, in the United States of America and its territories, nor may these shares be offered or sold, either directly or indirectly, to persons (including companies) who (or which) are citizens of or domiciled in the United States and its territories.

Application forms for Exchange can be obtained at the above mentioned banks.

Geneva, May 9, 1990

Société Générale de Surveillance Holding S.A.

On behalf of the Board

The Chairman: E. Salina Amorini

#### Security Numbers:

Bons de Jouissance category A (not filed for exchange) 249 733  
Bons de Jouissance category A (filed for exchange) 249 736  
Bearer Shares 249 737

## UK COMPANY NEWS

### Large rise in capital expenditure cuts tax charge and helps earnings

## Parkland Textile falls to £2.04m

By Alice Hawthorn

PARKLAND TEXTILE, the Bradford-based wool textile group, yesterday became the latest casualty of the slump in the textile industry by announcing a fall in pre-tax profits from £2.7m to £2.04m on turnover which rose from £54.47m to £55.8m in the year to March 2.

Mr. Paul Hanson, assistant managing director, said the group had emerged from a very tough year when its weaving division had suffered from the downturn in the UK clothing industry. He said trading conditions were still very difficult, but Parkland was benefiting from its diversification and

from a recent improvement in orders.

Parkland issued a profits warning in late March. Its ordinary shares were static at 265p on the announcement yesterday and the A shares rose 8p to 116p.

In spite of the decline in profits, the group managed to mitigate the impact on earnings per share, which fell from 24.2p to 23.9p, because of a sharp reduction in its tax charge. It paid just £264,000 in taxation, compared with £781,000 in the previous year, because of a hefty increase in capital expenditure.

The board proposed to raise

the final dividend to 4.5p (4.3p) making a total of 6.7p (6.3p) for the full year.

Mr. Hanson said the weaving division, which is Parkland's traditional area of activity, was affected by a sharp fall in orders towards the end of last year. Its customers in the clothing industry were forced to postpone orders because of poor retail sales.

The clothing market was also affected by the collapse of several large manufacturers.

Parkland's weaving competes went on to short-term working at the beginning of 1990. The companies have since

returned to normal production and Mr. Hanson said orders were now considerably higher than at the same time last year.

The group is continuing its policy of reducing its reliance on its traditional customers in the UK clothing industry. It is increasing exports, chiefly to the Far East and Europe, and is also expanding into new products.

Parkland's joint venture in automotive fabrics with Guilford Mills of the US, is now coming on stream. It should start to contribute to sales in the second half of this year.

### Young Gp chairman cleared of corruption charges

By Vanessa Houlder

SHARES in Young Group, the USM-quoted coal mining group, yesterday advanced 7p to 168p, after Mr Robert Young, its chairman and chief executive, was found not guilty of charges under the Prevention of Corruption Act 1989.

At Teesside Crown Court yesterday, a Judge directed the jury to find Mr Young, Mr Terry Hodgson and Mr Anthony Gollightly not guilty, before defence lawyers began to present their evidence.

The charges concerned gifts worth \$4,876, which Mr Young was alleged to have given to Mr Gollightly, who was chief executive of Chester-le-Street District Council.

Young Group blamed the charges, which have hung over Mr Young for 15 months, for a fall in its share price of over 40 per cent. The company said it was delighted, but not surprised by the decision that had been reached.

The company operates private coal mines in the north-east and the midlands.

### ARCC acquisition lifts Morgan Crucible's standing in the US

By Vanessa Houlder

MORGAN CRUCIBLE, the industrial materials and electronics company, has become the largest US manufacturer of crucibles through the acquisition of American Refractories and Crucible Corporation.

ARCC, based in Connecticut, had sales of \$7.6m (\$4.8m) in 1989 and shared the \$25m US crucible market with two prin-

cipal competitors. Before the acquisition, Morgan Crucible had a 10 per cent share of the US market.

Dr Bruce Farmer, group managing director, said that this deal made Morgan Crucible the largest crucible manufacturer in the world. "If there was any doubt before, this will dispel it," he said.

### Norman Hay issues warning on current year

NORMAN HAY, the metals and processing group, reported pre-tax profits up from £1.82m to £1.97m in the year to December 31 from a turnover £1.07m ahead at £17.07m.

A final dividend of 1.5p makes a 2.26p (2.16p) total. Earnings per 10p share emerged at 8.05p (7.77p).

Mr Anthony Hay, chairman, said that the current trading climate remained difficult and a considerable

amount of work would be required to implement the decisions which had been taken in respect of the reduction of the surface technology side of the business.

He added that there would be a reduction in the company's profits but the company was sufficiently confident of the future to be able to recommend the same final dividend as last year making an overall increase for the year as a whole.

## WORLD HEALTHCARE

The Financial Times proposes to publish a Survey on the above on

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AND REPRESENTING 100 COMMON SHARES

The Board of Directors of Global Government Plus Fund Limited has authorized an offer to purchase up to 25% of the Company's issued and outstanding common shares (the "offer"). The offer has been made by the Company to all registered holders of its common shares in accordance with the terms of the Company's by laws. Under the terms and conditions of the offer, a shareholder wishing to accept the offer shall be required to tender all of his shares. The purchase price payable for each common share tendered and accepted by the Company for payment will be the net asset value of the Company on June 15th, 1990 divided by the total number of issued and outstanding common shares.

The offer will be made conditional upon, among other things, the Company's ability to liquidate its portfolio securities in an orderly manner and consistent with the Company's investment policies and objective in order to finance the purchase of the shares. If more than 25% of the issued and outstanding shares are validly tendered under the offer, the Company will purchase only 25% of the shares on a pro rata basis (disregarding fractions) in accordance with the number of shares tendered by each shareholder.

IDR-holders who wish to sell their shares under this offer must:

- 1) deliver the IDRs with coupon number 23 attached, to Morgan Guaranty Trust Company of New York at the address indicated below, by May 22nd, 1990 and
- 2) send the following to the same address by May 22nd, 1990

- 2.1 a certification in the form imposed by the Company and available at the address indicated below, completed and signed by the beneficial owner of the IDRs, declaring the owner is tendering all his shares and not less than all for purchase;
- 2.2 an instruction containing all of the following items:

- 2.2.1 an indication of the identity of the beneficial owner,
- 2.2.2 payment instructions for the US \$ proceeds of the purchase,
- 2.2.3 registration and delivery instructions for shares not purchased by the Company if the Company only purchases shares on a pro rata basis as described above.

Although IDR coupon number 22 will only be payable on June 5th, 1990, IDR-holders accepting the offer will be entitled to this dividend. If the shares are accepted for purchase, a service charge of US \$ 25 due to the Company, an IDR cancellation fee of US \$ 10 per IDR and the expenses incurred by Morgan, Brussels, will be deducted from the proceeds.

MORGAN GUARANTY TRUST COMPANY OF NEW YORK  
35 avenue des Arts, 1040 Brussels



## The Badgerline Group has acquired Eastern National Limited



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has acquired  
the garment divisions of

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**BNP GROUP**



## UK COMPANY NEWS

## Limited investment in property sector planned

## Nu-Swift rises 3% to £31.83m

By John Thornhill

NU-SWIFT, the fire extinguisher and office services group, which is currently awash with cash following the sale of Sicli, its French fire equipment subsidiary, reported a 3 per cent rise in pre-tax profits to £31.83m in 1989, compared with £30.76m.

However before amortisation of goodwill of £2.39m (£500,000) pre-tax profits advanced by 10 per cent to £34.22m. Sales rose from £183.7m to £444.2m.

Before its sale in February for £184m, Sicli contributed to the year's set of figures adding FF257m (£27.7m) to

pre-tax profits and FF1.26bn to turnover.

Nu-Swift's results also included a full year's contribution from National Cleaning Group, its US subsidiary, which chipped in £3.5m to pre-tax profits and £30.4m to turnover.

During the year, NCG expanded further its cleaning services businesses on the west coast through the acquisition of Universal Building Maintenance for \$1.5m.

Nu-Swift's UK companies, which are involved in selling and maintaining portable fire extinguishers, reported a

slight improvement in taxable profits to £7.3m (£7.1m) on sales of £20.8m (£19.4m). The Dutch-based subsidiary recorded particularly strong growth with profit almost doubled.

Mr Jacques Murray, chairman, said it was intended to expand office cleaning and ancillary service businesses in the US, where the National Cleaning name was already well established.

In the UK, Nu-Swift would continue to benefit from the stable recurring revenues generated by its fire protection businesses, he said.

The money raised from the Sicli disposal would enable Nu-Swift "to take advantage of any acquisition opportunities which demonstrate the profile of stable recurring revenues generated from the provision of reliable quality products and services," Mr Murray said.

The company is, however, considering investing a limited amount of its funds in the property sector.

A further dividend of 8p has been declared which will leave the total distribution unchanged at 16p. Earnings per share came to 38.85p (38.31p) after amortisation.

## R&amp;H Hall spurns new £44m offer from IAWS

By David Owen

IAWS, the Irish agribusiness concern, is to make a £44.1m (£42.7m) hostile cash and paper offer for R&H Hall little more than a week after takeover talks with the Cork-based grain and fuel merchant were terminated.

The new bid represents a slight sweetening of the terms which were proposed last month and rejected by Hall as inadequate. IAWS said that it was committed to building a major Irish based food and agribusiness group.

The company also expressed the belief that the terms did not fully reflect the group's value and advised shareholders to take no action. Further comment was promised "when information is available on the results of IAWS for the half-year to 31 March 1990 and on its prospects for the current year."

Under the terms of the transaction, to be made by CIBC, the specialist Dublin-based IAWS is to offer ten ordinary shares, 50p in cash and 700p nominal of convertible unsecured loan notes for every ten Hall ordinary shares.

This is equivalent to about 20p a share - or 12p more than the previously rejected proposal. "We feel that it is much more attractive," said Mr David Martin, IAWS group financial director. Hall shares climbed just 10p to 183p.

IAWS has secured an irrevocable undertaking to accept the offer from W&R Barnett, a Belfast-based feed business and the largest Hall shareholder with 24.9 per cent. Coupled with the 8.5 per cent already in its own hands, this means that IAWS effectively controls 27.7 per cent of Hall.

The principal activities of IAWS include grain milling, fertiliser blending and ag products. In the year to end-September 1989 it made pre-tax profits of £25.65m on turnover of £242.5m.

In addition to its grain and fuel merchandising activities, Hall has a substantial seed business and owns a tyre-retyring operation.

In 1989, pre-tax profits slid to £2.5m from £23.1m. Mr George Macilwain, formerly chairman and chief executive, died some six months ago.

The series takes in four paid-for weekly papers and three "free" papers. The combined distribution tops 200,000 copies per week. Approval for the transaction has been applied for from the Department of Trade and Industry.

**Albert Fisher**

Corporate Partners LP, the investment affiliate of Lazard Freres, has bought 2.85m shares in Albert Fisher, bringing its total holding to 32.8m (5.57 per cent).

## Panel criticises Henry Cooke for Automagic share purchases

By John Thornhill

THE TAKEOVER Panel has criticised Henry Cooke Lumsden's corporate finance department for breaches of the substantial acquisition rules, with which the Panel claims, Henry Cooke should have been thoroughly familiar.

It has also required the Manchester stockbrokers' client to sell down part of a share stake as a result of the transgressions.

These SAR rules, which relate to the limits and disclosure of share purchases, are included as an appendix to the Takeover Code. They have two purposes:

First, they are intended to enable the small shareholder to benefit from any premium in the share price that might arise from a shareholder building a stake in a company.

Second, they are designed to give the company's management time to consider its position when a shareholder builds a stake and to take any appropriate action.

The criticism concerned a

series of share purchases in Automagic Holdings, the USM-quoted shoe repairer and key cutter, made by Henry Cooke's corporate finance department during March and April.

Henry Cooke had been asked to acquire shares, up to the 29.5 per cent limit, by Timpson, an unquoted Manchester-based shoe repair business.

After buying an 11.5 per cent stake on Timpson's behalf, Henry Cooke bought a further 13.3 per cent from a unit trust on April 11 taking it above the 15 per cent disclosure limit.

Henry Cooke was only entitled to make this purchase if it was from a single shareholder, but the stake was, in fact, held by two unit trusts within the group. Otherwise Henry Cooke could only have bought less than 10 per cent on that date.

The Panel also found that Henry Cooke was in breach of the SAR rules by failing to disclose the beneficial ownership of the 24.8 per cent stake five days late.

Mr David Anderson, a direc-

tor of Henry Cooke Corporate Finance, said yesterday: "I think the statements made (by the Panel) were perfectly fair. In the circumstances we were open to criticism." He added: "I think that everyone within the corporate finance department is now 100 per cent aware of the SAR rules."

The Panel has now instructed Timpson to sell a 3.3 per cent stake in Automagic (the excess to the permitted 10 per cent level) before June 1.

Because on previous occasions companies have bought shares almost immediately after being told to sell them, the Panel has forced Timpson to hold the shares in the market through an independent stockbroker or place the shares with independent parties. Either way, the disposal must be cleared by the Panel's executive.

The Panel has also stipulated that Timpson must not buy any more Automagic shares within seven days of disposing of this stake.

## NEWS DIGEST

## Panfida selling US offshoot

PANFIDA GROUP, the Australian-controlled retail and property company, is planning to sell its Florida convenience store subsidiary to Star Enterprise, a partnership between Tesco Refining and Marketing (East) and Saudi Refining.

The sale is part of the proposed disposal of all Panfida's US operations. It said that discussions are well advanced concerning the sale of the other remaining operations of TOC Retail, Panfida's US convenience store subsidiary.

TOC had assets of \$41.9m (\$31.6m) on June 30 1989. In addition to its 128 stores in Florida, it also operates 213 stores in Louisiana, Tennessee, North Carolina, South Carolina, Kentucky, Mississippi, Alabama, Virginia, West Virginia and Georgia.

The sale proceeds will be used to reduce TOC's borrowings.

**Invergordon allocations**

Applications for shares in Invergordon Distillers, the Scotch whisky company, were received for a total of 32,32m shares against the 30.53m available.

Applications were received for a total of 32,32m shares, against the 30.53m available. Applications have therefore been scaled down as follows:

- For up to between 200,000 and 490,000 shares (inclusive) will not be met as to 82.5 per cent.
- For between 500,000 and 1m shares (inclusive) will be met as to 90 per cent.
- For more than 1m shares will be met as to 87.5 per cent.

The total number of applications was more than 6,000. Dealings in the shares are expected to start next Friday.

**Casket runs up £1.88m deficit**

Casket, an importer and distributor of clothing, cloth and

household textiles, ran up a loss of £1.88m pre-tax for the six months to end-December from a turnover of £51.83m. The interim dividend is being omitted, against 1.5p.

The loss included significant exceptional provisions largely relating to the reduction of excessive stock levels in a number of areas.

The company is changing its year end and the figures compare with a profit of £1.7m and a turnover of £57.81m for the last six months of 1989.

To help reduce gearing and to enable strategic acquisitions to be made, Casket is raising £5.8m net via a one-for-one rights issue at 15p per share.

**Forward tumbles £0.69m into loss**

Relocation costs and provisions for bad debts arising in its Technograph Microcircuits subsidiary led to a pre-tax loss of £890,000 at Forward Group for the year to January 31.

The group, which trades on the USM, supplies specialist services to the electronics industry. Its principal activity is the manufacture of printed circuit boards. Last time it reported taxable profits of £1.44m.

Mr RK Chamberlain, the chairman, said that all operations were being reorganised. The group was currently trading to budget and had returned to profit for the first quarter of the year.

Turnover was slightly ahead

to £2.46m (£2.36m), but operating profits fell to £369,000 (£1.57m). Interest payments rose from £134,000 to £27,000. Losses per share amounted to 6.69p (£3.66p earnings) and in light of the loss the directors are not recommending a final dividend (2.1p last time).

**EBC in line with forecasts**

Shareholders gathered at the annual meeting of the EBC Group were told that trading results for the first three months of 1990 were substantially in line with directors' forecasts.

Orders for building works were holding up well but sales were flat and the directors expected no significant improvement for some time. They said the property development market was showing clear signs of reacting to the general climate of economic retrenchment.

**BMSS advances 16% to £1.73m**

BMSS, timber and building materials merchant, saw taxable profits for the year to the end of January 1990 rise 16 per cent from £1.63m to £1.73m.

Turnover for this USM-quoted company advanced 9 per cent to £13.1m (£12.02m). Earnings per share were 16.2p (16p) and a recommended 2.5p final dividend makes 4.375p (4p) for the year.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Amrose Invest	10.00	-	8.73	15.36	13.41
Asoco Paper	2.75	July 2	2.75	-	-
Crescent	1.5	July 1	1.5	-	-
El Oro Mining	12	-	10	12	10
Exploration Co	6	-	5	6	5
Hay (Norman)	1.5	-	1.5	2.26	2.16
Jackson Group	2.2	July 2	2	3.2	2.85
Jerde	1.05	-	1.5	1.578	2.25
MMT Computing	1	July 9	0.8	-	2.45
Mu-Swift	8	July 2	8	15	15
Partland Textile	4.5	July 12	4.3	2.7	6.3
Wesley	2	-	2	2.5	2.5
Worth Invest	0.271	-	0.3	0.27	0.4
Xtra-vision	0.581	-	-	0.86	-

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡USM stock. §Unquoted stock. ¶Third market. ††For nine months. †††For seven months, and includes special 2.15p. ††††Irish currency throughout.

## Further board changes at CountryGlen

Mr Jens Madsen has been appointed managing director of CountryGlen, a Dublin-based property and investment company formerly known as Glen Abbey which has seen a number of boardroom changes recently.

He is being joined on the board by Mr Gerald Keen, a solicitor, and Mr Peter Gilman, who is resigning as a director. Mr Madsen, who formerly worked for Mountleigh, the property group, and then MI Property Company, has declared a 15.3 per cent stake while Mr Keen represents holders of another 7.87 per cent.

A statement said there had been talks between MI and CountryGlen. However, "due to Stock Exchange restrictions, it proved impossible to complete a sensible deal."

## Telecomputing patches up differences

By John Thornhill

Mr Tony Evans, chairman of Telecomputing, yesterday told shareholders in the USM-quoted computer services company that the board had patched up its disagreements with Mr Bernard Panton, its former chairman.

"I am happy to report that following a meeting between the board and Mr Panton last week all outstanding or threatened legal actions between the company and Mr Panton have been discontinued. Further, Mr Panton has agreed to assist the board in certain areas," Mr Evans said at Telecomputing's extraordinary general meeting.

The EGM unanimously approved the company's open offer to raise £500,000.

## Era announces office closures to reduce costs

By Nikki Tait

NEW management installed at Era Group, the specialist retailer which faced vociferous protests over the sale of its Lexterton subsidiary to management earlier this year, has said that it is closing its London office and its Guildford headquarters.

Both closures are cited as part of a plan to reduce central costs. According to the company's new chairman, Mr Anthony Fay, the property investments of its subsidiary Combined Estates Securities, are "not relevant to the future of Era", and the disposal of these interests is also underway.

Mr Fay said that "Trading so far in 1990 has been at satisfactory levels" with the three remaining businesses performing

in line with targets. He added, however, that "constraints affecting the group earlier this year will impact on first half results."

He also confirmed that the company is looking at "options for improving the capital of the group". The possibility of some form of capital reconstruction came to light in the course of the recent furore over Lexterton, although Mr Fay stressed that bank facilities were adequate for the group's current needs.

Mr Fay's statement in the company's report and accounts is being posted to shareholders today and contains no auditors' qualification. The company confirmed yesterday that it has appointed new stockbrokers, Smith New Court.

This announcement appears as a matter of record only.

January, 1990

## Management Buy-In of

## DAVID BROWN Corporation Ltd



£46,000,000  
Total Financing

Senior Debt Underwritten by

Bankers Trust Company

Canadian Imperial Bank of Commerce

Senior Debt Provided by

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Canadian Imperial Bank of Commerce

UMH Finance B.V.

Banque Française du Commerce Extérieur

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Mezzanine Debt Provided by

First Britannia Mezzanine Capital B.V.

Equity Provided by

Bankers Trust International Limited

Charterhouse Development Capital Limited

Morgan Grenfell Development Capital Limited

The undersigned acted as sponsor of the transaction, adviser to management and arranger of all financial facilities.



Bankers Trust Company



£200,000,000

Floating Rate Notes Due 1990

Interest Rate: 15.25% per annum

Interest Period: 8 May, 1990 to 8 August, 1990

Interest Amount per £50,000 Note due 08.08.90: £192.19

Interest Amount per £50,000 Note due 08.08.90: £192.19

Agent Bank Baring Brothers &amp; Co., Limited

## CARLISLE GROUP Plc

(Incorporated in England and Wales under the Companies Act 1948 No. 511804)

## INTRODUCTION TO THE OFFICIAL LIST

arranged by

## Henry Ansbacher &amp; Co. Limited

## SHARE CAPITAL

Authorized £5,500,000  
£3,000,000 4.38% Redeemable Convertible Preference Shares 1998 of £1 each

Ordinary Shares of 25p each

Issued and fully paid or credited as fully paid

£5,725,048

£2,691,890

The Carlisle Group specialises in providing property and financial services. The businesses of the Group include Pepper Anglias & Yarwood Limited and Hirschfelds Limited, which provide commercial and industrial property services, and UTC Securities PLC, a stockbroking firm.

The Listing Particulars relating to the Company have been approved as required by the listing rules made under Section 142 of the Financial Services Act 1986 and are available in the statistical service maintained by Exel Financial Limited on any weekday. Copies of the Listing Particulars may be obtained during normal business hours up to and including 11th May, 1990 from the Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD, for collection only, and up to and including 23rd May, 1990 from:

Carlisle Group Plc

5 Carlos Place

London W1Y 5AE

Smith New Court

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## UK COMPANY NEWS

### UK Land falls to £1.71m in difficult market

By Paul Cheeswright, Property Correspondent

PRE-TAX profits at UK Land, the property company, dipped sharply at the half way stage, but the company, facing a slower market, has been reducing its indebtedness.

At the end of March the company's net asset value was 750p per share, compared with 724p at the end of September 1989.

During the six months to last March, pre-tax profits were £1.71m compared with £4.42m at the end of the 1988-89 financial year.

Earnings per share were 27p against 65p. As usual there is no interim dividend pay-

ment. Over the last six months, UK Land has reduced the amount falling due to creditors within the next year from £73m to £42m and moved the level of its current assets from £7m to £24m.

Interest payments in the first half were £1.33m against £2.61m in the comparable period of the last financial year.

Like other property companies UK Land has been seeking to reduce its exposure to high interest rates and a declining market.

It is seeking to build up cash to make corporate acquisitions.

It has property sales worth £10.1m under contract but not yet completed, £4.3m of property under offer and a further £4m of property on the market.

Mr Colin Tett, chairman, said UK Land was concentrating its development programme on the Northampton Business Park, the first phase of which had been let to Barclays Bank, and its investment activity on the Elephant and Castle shopping centre in south London, where rents remained relatively low.

### Magnet attempts to force leaseback settlements

By Maggie Urry

MAGNET, the kitchen and bathroom furniture retailer, is using Mountjoy, a privately-owned property group, in an attempt to force the completion of three sale-and-leaseback deals worth a total of £43.1m.

Magnet is demanding the performance of the contracts and damages to cover the loss of interest caused by the non-payment of the cash.

It was seen as an attempt to force Mountjoy's sale of the businesses and assets of Magnet, which was bought out by management in July last year through a leveraged bid and rapidly encountered trading difficulties which made a refinancing of its debt borrowings necessary within a few months.

The deal Magnet would receive £43.1m from Mountjoy and leaseback the properties paying an annual rent of £4.7m.

Earnings per share were 3.35p (1p). A provision of £28,000 against the outstanding consideration on the sale of a subsidiary was also taken as an extraordinary item.

The total was offset by the profit on the disposal of the property, leaving an extraordinary charge of £44,000 (£845,000).

Two of the buyers of the properties - Mountjoy and Bourne End Properties - have come under pressure because of difficulties being faced by retailers.

Magnet has agreed not to continue with two other contracts with Bourne End covering its factory and head office at Keighley, West Yorkshire. This move has the agreement of Magnet's bankers, the group said.

### Rock hits out at dissidents

By Nigel Clark

THE PROBLEMS and disruption at Rock, the component distribution group, cost almost £500,000 in 1989.

In addition Mr Simon Raynaud, who took over as chairman in December, thought that the dispute with dissident shareholders contributed to a trading loss in the year of £25,000, compared with profits of £109,000.

However, he felt that the new management had been able to clean up the company and expected it to be trading profitably in the present year.

"It has taken a lot of effort and I hope that our problems are behind us."

On turnover of £28.91m (£4.82m) there was a pre-tax profit of £402,000 (£109,000) resulting from an exceptional profit of £687,000 on the sale of a property less £285,000 of compensation paid to Mr Oswald Dockery, who resigned as chairman in November.

Further costs relating to 1989's problems were taken as extraordinary items, being the £117,000 cost of holding the extraordinary general meeting in October, at which there was an attempt to change the board.

Mr Raynaud said that the

problems had also taken up a large amount of management time and effort.

He added that as a sign of the board's confidence in the future it was recommending a final dividend of 0.75p, the first since 1986.

Earnings per share were 3.35p (1p). A provision of £28,000 against the outstanding consideration on the sale of a subsidiary was also taken as an extraordinary item.

The total was offset by the profit on the disposal of the property, leaving an extraordinary charge of £44,000 (£845,000).

## NEWS DIGEST

### MMT Computing tops £1m

MMT COMPUTING, the USM-quoted computer systems consultancy, lifted half year pre-tax profits from £922,000 to £1.01m on turnover ahead from £3.46m to £3.74m.

Earnings for the six months, to February 28 1990, worked through at 5.7p (5.5p) and the interim dividend is 1p (0.9p).

Mr Mike Tilbrook, chairman, said the new joint venture MMT Computing (AS) showed a loss at the end of the period, but week by week trading was now profitable.

The other new joint venture, MMT Computing (Trading), had initially incurred substantial costs, all taken in the figures; initial bookings were slower than hoped but an excellent order from British Telecom "perhaps signals a breakthrough".

The established joint ventures with MMT Computing (Reading) and MMT Computing (South East) performed well, and the mainstream of the company, together with ETL Software Services, made a satisfactory contribution.

However, he pointed out that the market place was difficult at present and group utilisation of fee-earning staff was around 95 per cent, as opposed to almost 100 per cent in earlier years.

### Jackson Group up 29% to £3.75m

Jackson Group, the construction, property and engineering combine, produced record figures for 1989, with turnover and pre-tax profits up 35 per cent and 29 per cent respectively.

Prospects for the current year were described as encouraging. Good order books and continuing high levels of inquiry held "a clear prospect" of further growth.

Turnover in 1989 came to £26.8m (£24.7m) and profit to £3.75m (£2.9m). From earnings up to 11.2p (8.6p) the dividend is raised to 3.2p (2.65p) with a final of 2.2p.

### Jarvis turns in £2m for nine months

Jarvis, the construction and property group, returned pre-tax profits of £2m for the nine months to December 31 1989, from turnover of £55.34m.

They compared with £2.38m and £47.38m for the previous full year. That profit included exceptional gains of £719,000.

Earnings stressed that the group had no involvement in speculative property development, housebuilding or off-balance sheet financing, and at the end of the year had net borrowings of just 11 per cent of shareholders funds.

Jarvis was soundly based and well placed to take advantage of the increased flow of opportunities that "the market shake out was generating" they said.

Earnings came to 7.4p (12.7p for year) and the final dividend is 1.05p for a total of 1.875p (2.25p).

### Atlantic Res extends deadline

Atlantic Resources, the USM-quoted oil and gas explorer, has decided to extend the expiry date of 15.9m outstanding warrants in order to finance production from an oil discovery.

It proposes extending the expiry date of the warrants, which are convertible at 15p per share, from June 1 to October 3.

It said that the warrants could represent a method for raising finance for the company at minimal cost.

Atlantic is now in discussions with a number of interested parties with a view to forming a consortium to start production on a suspended oil discovery.

### Cronite hit by loss of major customer

A problem in a major profit earning part of the business and higher borrowing costs hit Cronite Group in the half year to March 31 1990, when turnover fell 23 per cent and pre-tax profit 26 per cent.

Mr Jim Butler, chairman, explained that Cronite Alloy, the metal processing subsidiary, suffered by the withdrawal from the market of its largest customer, and it was

not possible to make up that contribution from other activities in spite of their generally excellent results.

Turnover fell to £21m (£27.2m), trading profit to £1.23m (£1.47m) and the pre-tax balance to £781,000 (£1.08m).

Manufacturing units performed well with Cronite Castings and Atkinsons both ahead substantially; the stockholding business also showed improvement.

Immediate prospects were still favourable, Mr Butler stated, with orders picking up at Cronite Alloy; the board held the interim dividend at 1.5p, payable from earnings of 3.1p (5.2p) per share.

### Rush & Tompkins financial details expected today

By Andrew Taylor, Construction Correspondent

CREDITORS of Rush & Tompkins, the failed commercial developer and contractor, should have a better idea after today of where they stand.

Mr Christopher Morris and Mr Tony Houghton, partners of Touche Ross accountants, who have been appointed administrative receivers to Rush & Tompkins, are today expected to provide the first details of the financial state of affairs of the group, which had £600m worth of developments underway when it collapsed.

An advertisement in yesterday's Financial Times from Touche Ross offered for sale the businesses and assets of Rush & Tompkins including investment properties, 250 contracts ranging in value from £50,000 to £100m, plant and equipment, motor vehicles, two leisure clubs and building materials.

Many of the group's developments, however, are joint ventures with the development properties secured against loans from banks which include Lloyds, Standard Chartered, Security Pacific, Banque Indosuez, First Interstate Bank of California, Citibank and British Linen Bank.

The last named has already put a receiver into one Rush & Tompkins development. Other banks are likely to have followed suit.

Lenders which take over unfinished developments will have to decide whether to complete the projects or try to sell the sites as they stand.

This could involve delicate negotiations with contractors which may not have been paid by Rush & Tompkins but whose goodwill will be required if work is to be completed.

## HERTFORDSHIRE

The Financial Times proposes to publish this survey on:

**16th November 1990**

For a full editorial synopsis and advertisement details, please contact either

**Clive Booth**  
on 071 873 4152

or **Amanda Francis**  
on 071 873 3553

or write to:

**Number One  
Southwark Bridge  
London  
SE1 9HL**

**FINANCIAL TIMES**  
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\*unless the Offer is declared (or is capable of being declared) unconditional as to acceptances, in which case they will remain open for at least a further 14 days.

Copies of the Forms of Acceptance may be obtained from National Westminster Bank PLC, New Issues Department, 2 Princes Street, London EC2. Midsummer Leisure shareholders who require Forms of Acceptance or are in any doubt as to how to accept the Offer validly or to fill in the Forms of Acceptance should telephone National Westminster Bank PLC, New Issues on 071-791 0011.

Note: The value of the Offer is based on (a) the closing price of a European Leisure share yesterday, as adjusted for the interim dividend for the year ending 30th June, 1990 of 0.5p per share and (b) the middle market value which the new European Leisure convertible preference shares would have had if listed yesterday, as estimated by UBS Phillips & Drew Securities Limited and NCB Stockbrokers Limited. (A copy of the letter from UBS Phillips & Drew Securities Limited and from NCB Stockbrokers Limited is available for inspection at the offices of S J Berwin & Co., 236 Gray's Inn Road, London WC1X 8HB).

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## UK COMPANY NEWS

## Purchase will provide group with 15 ready mixed concrete plants

# Evered agrees \$36.43m US buy

By Andrew Taylor, Construction Correspondent

EVERED, the British and US quarry products group, yesterday announced its second large acquisition in the US this year.

The group, which a fortnight ago announced a 30 per cent increase to \$39m in 1989 pre-tax profits, has purchased Super Concrete Corporation and a number of related ready mix concrete and aggregate businesses in Maryland and Washington DC.

Mr Roy Kettle, Evered's chief executive, said the group had agreed to pay \$36.43m (\$22.88m) to acquire the business.

Of this \$22.88m is to be met by the issue of 11.1m new ordinary Evered shares. The balance will be provided by cash and short term loan notes.

It will provide the group with 15 ready mixed concrete plants with the capacity to produce 1m cubic yards of concrete a year.

It has also acquired an option to purchase Materials Industries quarry business for \$8m by the issue of 2.9m

Evered shares. Earlier this year it acquired Millville, a large limestone quarry in West Virginia, for \$46.5m.

Mr John Ford, Evered's finance director, said yesterday that the effect of the latest US purchase would at worst be neutral to earnings per share.

Evered's earnings per share growth has been sluggish by comparison with the sharp rise in operating profits since 1987 as the group has issued shares, including a 68m rights issue in September, to support a string of quarry acquisitions in the UK and US.

Mr Ford said: "We are not expecting at this stage to make any further major acquisitions this year. We have kept to our commitment made at the time of our annual results that this latest US acquisition would not involve a rights issue and would not increase gearing which is currently about 60 per cent of shareholders funds."



Roy Kettle, chief executive of Evered Holdings

## Special facilities at WTA

By Maggie Urry

SMALL shareholders of Wiggins Teape Appleton, the pulp and paper group being demerged from BAT Industries, will have a special buying facility as well as a no-commission sale facility after the shares are listed on June 1.

Details of the demerger are due to be released tomorrow. Shareholders in BAT, the tobacco and insurance group which recently escaped from the threat of an unbundling takeover bid from Sir James Goldsmith's Boylake, will be given shares in WTA.

As with Argos, those who receive small allocations of shares will be able to sell these parcels free of commission for a period after the listing.

However, WTA is going further in instituting a buying facility for holders of small numbers of shares so that they can top up their holdings without the costs of dealing through the stockmarket.

The listing particulars are expected to give an indication of current trading and the outlook for the year. Analysts expect the dollar trading background of the second half of last year to have persisted into the first quarter of the current term, when pulp prices were falling.

Estimates of the group's likely market capitalisation have been coming down since last summer - when figures of up to £1.5bn were put forward - because of the worsening background for the industry.

However, WTA's range of higher-value added, specialist papers is thought to give it an advantage over companies with a heavier exposure to the high volume/commodity end of the industry.

## Rosehaugh raises £23.5m via sale and leaseback of HQ

By Paul Cheeseright, Property Correspondent

ROSEHAUGH, the property group seeking to reduce its indebtedness and improve cashflow, is receiving an injection of £23.5m from the sale and leaseback of its own headquarters in central London.

It is selling the 26,500 sq ft office building in Marylebone Lane to Pleiad Real Estate, a Swedish group, and renting it back for 25 years at what Pleiad described as "a market rent."

This is Pleiad's first property purchase in the UK and extends a long line of Swedish purchases in the main financial centres of Europe over the last 24 years.

Pleiad was set up last year by Volvo, the motor manufacturer, and a group of four Swedish insurance and pension funds.

So far it has spent nearly \$800m on properties in Copenhagen, Paris and southern Germany. Its investment programme throughout Europe provides for spending of up to £1.49bn in its first five years of existence.

Mr Per Mallender, chief executive, yesterday held out the prospect of further co-operation with Rosehaugh either through joint ventures on property development projects or through Pleiad purchases of Rosehaugh developments.

Rosehaugh raised £123m through a one-for-one rights issue last February and has since disclosed that it will place £400m of property on the market this year from completed developments.

The sales programme is designed to reduce indebtedness. On-balance sheet borrowings rose from £262m to £462m between June 1989 and January 1990.

The sale of the headquarters programme is part of this sales programme. The property has been on the market since last

Christmas and the original asking price was £30m.

Mr Mallender acknowledged that as a foreign investor Pleiad could expect to pay more than a UK investor, but he said the yield on that purchase was higher than some earlier Swedish property purchases.

Rosehaugh's sales programme takes place in a sluggish market.

It includes offices in High Wycombe and Reigate and shopping centres in Barnstaple and Torquay, as well as development projects in the portfolio held by subsidiary companies like Shearwater and residential land held by Pelham Homes.

On the stock market, the sale of Marylebone Lane has been expected for some weeks and made little difference to a share price which sagged in a generally steady market to close 11p down on the day at 214p.

## Groveton lifts Priest Marians stake

By Paul Cheeseright, Property Correspondent

GROVETON Securities, the mini-conglomerate, in one of a flurry of deals yesterday, has lifted its ordinary share stake in Priest Marians Holdings, the chairman of Groveton, is prepared to sacrifice loan stock income for ordinary equity, then that showed confidence in the company.

Last February Groveton acquired a 13.8 per cent stake in Priest Marians and started friendly talks that could lead to an attempt to reverse Groveton into Priest Marians.

Subsequently Groveton enlarged its stake. But the biggest shareholder in Priest Marians is JMB Realty of Chicago whose view of Priest

was little idea of what it might portend. Mr Daniel Auerbach, the chairman, noted that if Mr David Holland, the chairman of Groveton, is prepared to sacrifice loan stock income for ordinary equity, then that showed confidence in the company.

Last February Groveton acquired a 13.8 per cent stake in Priest Marians and started friendly talks that could lead to an attempt to reverse Groveton into Priest Marians.

Subsequently Groveton enlarged its stake. But the biggest shareholder in Priest Marians is JMB Realty of Chicago whose view of Priest

Marians' future has not been disclosed.

JMB paid 380p for its stake. Groveton paid the equivalent of 300p at its initial purchase, but the market price of Priest Marians yesterday was 201p. Groveton also said it either owned or had received acceptances for 64 per cent of the ordinary equity in the Early's of Witney group. Furthermore, Groveton has agreed terms for the sale of its Press Operations subsidiary.

Marina Developments said it had bought in for cancellation 650,000 shares from a subsidiary of Priest Marians at 417.5p a share.

## NEWS DIGEST

## Honorbilt buoyed by US buy

HONORBIT Group, the clothes importer traded on the Third Market, reported taxable profits of \$296,000 for the six months to January 31, helped by the incorporation of Tomato, its latest US purchase.

The figure compares with \$372,000 for the six months to the end of October, its previous interim date before the change in its year end. Turnover was \$21.7m (\$10.15m). Earnings per share 0.58p (0.6p).

Mr Harold Tillman, chairman, said the profits were sound despite problems following the Gallini acquisition. He said that steps were being taken for redress and that under its new management Gallini was almost breaking even.

## Westerly profits reduced to £0.72m

Westerly, the yacht builder and shoe maker, reported pre-tax profits down from \$281,000 to \$718,000 for the year to December 31. Turnover was higher at \$23.8m compared with \$18.6m.

The comparisons have been restated. Following a change in the company's accounting policy for the treatment of goodwill.

A breakdown in the profit figures shows that the marine leisure side improved from \$185,000 to \$205,000 but business services fell from \$548,000 to \$373,000. Central costs however fell from \$308,000 to \$268,000 leaving operating profits marginally lower at £1.01m (£1.06m).

After interest of \$292,000 (\$267,000) and tax of \$13,000 (\$109,000) earnings per share emerged at 5p (6.3p). There was an extraordinary gain of \$247,000 (\$297,000 loss). The dividend is maintained at 2.5p with a recommended final of 2p. A scrip issue of one 11 per cent £1 cumulative preference share for every 20 ordinary held is also recommended.

## Exploration Co and El Oro both ahead

The Exploration Company, which mainly deals in investments and owns almost 50 per cent of El Oro Mining & Exploration, another investment dealer, increased earnings per share from 12.28p to 17.47p in 1989. The dividend is lifted by 1p to 6p.

Group income rose from \$2.8m to \$3.3m and the pre-tax profit from \$2.19m to \$2.5m.

El Oro, which in turn owns nearly 46 per cent of Exploration, saw its earnings rise from 25.82p to 41.39p in 1989, and is lifting the dividend by 2p to 12p.

Group income advanced from \$1.63m to \$2.68m, and the pre-tax profit from £1.7m to £2.71m.

## IEP has 28.62% of United Scientific

IEP Securities, the UK investment vehicle of Sir Ron Brierley, has continued buying shares in United Scientific Holdings, taking its holding to 28.62 per cent.

On Wednesday, it purchased a further 1.35m shares lifting its stake in the defence contractor from 28.2 per cent. It had already added 4 per cent to its holding earlier in the week.

USH has said that IEP, which first declared a holding in February, has indicated to it that it does not intend to mount a bid for the company. USH narrowly escaped being taken over by Meggitt, the specialist engineering group, last year.

## CHI makes home furnishings disposals

CHI Industries, the industrial holdings company, is selling its two home furnishings subsidiaries to management for £1.1m.

It also announced the earlier sale of two other subsidiaries, Featly Products and Raleigh Caravan Awnings, for a total of \$530,000.

CHI said the deals reflected a desire to concentrate on its core businesses in transport, office furniture and household

products. It would, however, retain a 19 per cent stake in the buy-out company, set up by two former senior executives of the group. The initial payment to CHI in this case was £185,000, with the balance being paid on deferred terms.

## Souza Cruz falls in first three months

Souza Cruz - a subsidiary of BAT Industries, the UK tobacco-based conglomerate and one of Brazil's biggest companies, yesterday reported a net profit of only 2m cruzeiros in the first three months of 1990. This compares with 3.3bn cruzeiros in the similar period a year earlier.

The results are stated in inflated-corrected terms, and the downturn is blamed on lower tobacco results coupled with reduced investment income.

Souza Cruz said that Companhia De Cigarros made a small loss in the first quarter of 71.2m cruzeiros, due to "inflation driven cost increases" outstripping price rises awarded by the Government. Margins were also hit by higher tax charges and the cost of absorbing last year's financing costs.

Cigarette volume increased by 1.4 per cent, giving the company a 79 (77) per cent market share. In the first quarter last time, this business made a profit of 1.06bn cruzeiros.

On the pulp and paper side, profits increased from 1.18bn to 1.42bn cruzeiros, with average prices up 21 per cent. The fruit juice business saw an advance from 89.7m cruzeiros to 497.6m cruzeiros.

## Lovell places out Higgs & Hill stake

YJ Lovell, which earlier this year lost a £157m bid battle for fellow housebuilding and construction group Higgs & Hill, has placed out its near-10 per cent stake in its former target.

According to the company's advisers, the 3.39m shares were placed widely by Kleinwort Benson Securities.



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Jupiter European Investment Trust PLC is a new investment trust whose principal objective is to provide capital growth through investment in European companies.

Copies of the listing particulars relating to the Company may be obtained during normal business hours up to and including 11th May, 1990 from the Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2 and up to and including 29th May, 1990 from:

Jupiter Trusts Merit Limited,  
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9th May, 1990



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NatWest

Corporate Finance



## UK COMPANY NEWS

## Next chief takes £45,000 pay cut to £404,000

By Maggie Urry

MR DAVID JONES, chief executive of Next, the high street and home shopping retail group, took a pay cut of about £45,000 to £404,000 in the year to end-January 1990.

In the previous year Mr Jones had been in a band between £445,001 and £450,000. Directors' remuneration fell from £1.6m to £900,000, and including fees and pension contributions, their total payments dropped from £1.7m to £1.1m.

Mr Jones's salary is related to the group's performance.

Next made a pre-tax loss of £46.7m after exceptional debits of £73.1m in its last financial year,

against a profit of £62.3m after exceptional costs of £7.8m.

In the previous year Mr George Davies, who was chairman and chief executive until he was fired on December 8 1988, received £518,143.

Staff costs during 1989-90 totalled £142.9m (£147.3m) and staff numbers on a full-time equivalent basis fell from 16,312 to 15,572.

However, some businesses were sold during the year explaining part of the reduction.

Mr Peter Lomas, finance director, said the cost of producing the annual report had been reduced for the second year in a row.



David Jones: his salary is performance-related.

## No probe for TKM's Western Motor bid

By John Griffiths

THE DEPARTMENT of Trade and Industry is not referring Toter Kemmley and Millbourn's £100m bid for Western Motor Holdings to the Monopolies and Mergers Commission, clearing the way for a probable completion of the takeover today.

TKM, the motor group controlled by Sir Ron Brierley's IEP investment vehicle, expects by then to have acceptance in respect of more than the 90 per cent of Western needed under the terms of the agreed bid.

The offer was originally due to have closed on April 27. Acceptances at that stage were just short of the target, at 88.88 per cent, and it was subsequently extended to next week.

Mr Reg Heath, TKM chief executive, said he was nevertheless "delighted" at the response, describing it as "an endorsement of the strategic rationale of the proposed enlarged group".

The offer is of 789p cash per share, with a loan note alternative.

## Acquisition leaves Tubular in loss

The effects of acquiring Black & Edgington left Tubular Edgington with taxable losses of £975,000 in the six months to the end of January, compared with profits of £541,000.

The company said that the purchase in June last year had emphasised the seasonal nature of its activities and there had been additional integration costs. The 1989 figures also reflected a strong contribution from the 1988 Farmborough Air Show. The 1990 air show would be included in the second half.

Turnover for this USM-quoted provider of crowd control barriers, seating and accommodation for exhibitions and sporting events increased to £3.17m (£2.78m). A tax credit of £241,000 (£189,000 charge) left after tax losses of £634,000 (£353,000 profits). The loss per share was 0.93p (earnings 0.77p).

## Associated Paper falls to £0.82m after increased costs

ASSOCIATED PAPER, the paper and film converting group, reported reduced pre-tax profits of £817,000 for the six months to March 31 1990 compared with £1.04m for the half year ended April 1 1989.

Mr Charles Rawlinson, chairman, said it had been an eventful half year in which, after a slow start, there had been an improving trend. The group had sold, or agreed to sell, three companies which no longer fitted the long-term strategy. He said that the group's refocusing, including its final withdrawal from paper making, had been substantially completed. That was to be reflected in a change of name

to API Group.

The result was lower than in the comparable period due mainly to increased consultancy and other costs incurred to achieve increased productivity.

Turnover was slightly lower at £28.25m (£28.73m), although sales of continuing businesses increased by 14 per cent. Mr Rawlinson said that despite the somewhat uneven demand in the home markets exports from Britain and the US continued their strong growth and now accounted for about 37 per cent of external turnover. The interim dividend is maintained at 2.75p, payable from earnings per share of 2.5p (3.3p).

## Johnson Matthey plans S African investment

By Kenneth Gooding, Mining Correspondent

JOHNSON MATTHEY, the world's biggest platinum refining and marketing group, is to install capacity to produce up to 2m automotive catalysts a year in South Africa.

This is slightly surprising given that there is no requirement for the catalysts, which reduce pollution from cars, in South Africa but JM said that export incentives made it worthwhile sending the devices to customers in Europe.

It was expected most of the catalysts would go to West German car producers, including BMW, Daimler-Benz (Mercedes) and Opel, a General Motors subsidiary.

However, JM has operated in South Africa for 30 years and has indirect links with Mr Harry Oppenheimer's Anglo American Corporation of South Africa which is widely seen to have a substantial influence on the UK company.

JM will move its existing

South African refining, fabrication and chemical products operations to an existing factory at Germiston, east of Johannesburg, where the catalyst capacity will be installed and be in production next year.

The total cost of the exercise will be £35m (about £13.5m).

More than one third of the world's platinum supply is used for automotive catalysts and about 80 per cent of mined platinum originates in South Africa. JM already has the capacity to produce about 30m catalysts a year, including a plant at Evere near Brussels opened in February and a smaller one at Royston in the UK.

The group stressed the move was not part of the reorganisation of JM, announced by the new management team on Wednesday, which will involve the loss of hundreds of jobs in the UK and the US and analysts suggest will cost about £10m.

## Tullow Oil calls for £5.85m

Tullow Oil is raising £5.85m (£5.68m) in a fully-underwritten rights and warrants issue. The issue is on an eight-

for-24 basis at 13p each. Three warrants are offered, at no cost, for every eight new shares taken up.

## Jackson Group

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## ANNUAL RESULTS

- \* Record turnover and profit
- \* Dividend increased by 21%
- \* Prospects for 1990 encouraging

	1989 £000	1988 £000
Turnover	60,610	44,780
Pre-tax profit	3,746	2,912
Earnings per share	11.2p	8.6p
Dividends per share	3.20p	2.65p

Jackson Group Plc  
Dobbs Lane, Kesgrave, Ipswich IP5 7QQ

## Sotheby's first quarter sales income up 39%

By Claire Pearson

Sotheby's Holdings, the international auction house bracing itself for crucial Impressionist sales in New York this month, lifted auction sales by 39 per cent to £322.2m (£169m) in the first quarter.

Net income rose by 15 per cent to £5.9m (£5.18m), or £0.10 (£0.08) per share. Revenues were £61.6m (£48.9m).

Mr Michael Ainslie, chief executive officer, said the 1990 results indicated "a strong buying interest in virtually all collecting areas that held sales this quarter".

But at sales of Impressionist and Modern paintings in London last month, concerns were raised that the euphoria in the art market was on the wane. Sotheby's is now poised to commence its New York Impressionist and contemporary sales.

## Stanley Miller in bid talks as loss leaves book deficit

By David Owen

STANLEY MILLER Holdings, the Newcastle upon Tyne-based building contractor, is in discussion with a third party regarding a possible offer for the company.

Trading in the company's shares was suspended at 20p on Friday, pending clarification of its financial position. The company said that any offer "is unlikely to be pitched at the price ruling at the time of suspension." Less than a year ago, on May 25 1989, the shares hit a high of 386p.

The company also announced that unaudited 1989 accounts indicate that it incurred losses of some £4.5m. This includes losses of £2.7m in respect of its Scottish construction unit which was closed last September, and

£300,000 for prior year losses in the construction division in the north of England.

"The group's capital and reserves as shown by the audited accounts at December 31 1988 amounted to £2.6m and there is therefore a serious deficiency based on book value", the company said.

Nevertheless, Mr Harry Midgley, group managing director, was optimistic - "if takeover discussions were successful - that "the outstanding liabilities of the group would be met in full."

In the six months ended June 30 1989, Miller made pre-tax profits of just £23,000 on turnover of £27.5m. It had since warned that its 1989 results would fall "considerably short" of the previous year's levels.

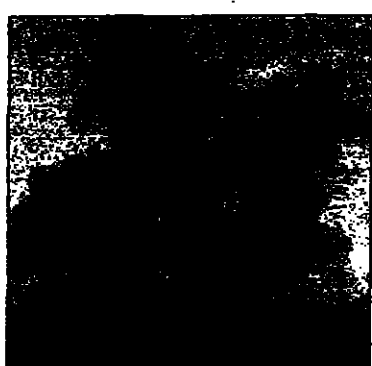
## BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are tentative or final and the actual dates are based mainly on last year's financials.

FUTURE DATES	
Subsidiaries:	
Granville Whitley	May 10
London Scottish Bank	May 12
Midsummer Leisure	May 17
Northern Ind Investment	May 18
Parents:	
Scott American Endeavour	May 25
Morris Trust	May 22
Salisbury (4)	May 26

## TODAY

Subsidiaries: Biffy (4), Thon, Pasha, Brent Walker, Colson and Robey, RAV Information Systems, Tullis.



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U N I X \*

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\* Salix, Latin name for the Willow - Photo: Cuny - Ropho.  
\* Phoenix, Latin name for the Date Palm - Photo: Chevru - Explorer. \* Larix, Latin name for the European Larch - Photo: Noailles - Jacans.









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Year	Country	Value	Year	Country	Value
1974	11 United Kingdom	6,422	1981	16 Brazil	23,153
1975	12 United Kingdom	6,422	1982	17 Brazil	23,153
1976	13 United Kingdom	6,422	1983	18 Brazil	23,153
1977	14 United Kingdom	6,422	1984	19 Brazil	23,153
1978	15 United Kingdom	6,422	1985	20 Brazil	23,153
1979	16 United Kingdom	6,422	1986	21 Brazil	23,153
1980	17 United Kingdom	6,422	1987	22 Brazil	23,153
1981	18 United Kingdom	6,422	1988	23 Brazil	23,153
1982	19 United Kingdom	6,422	1989	24 Brazil	23,153
1983	20 United Kingdom	6,422	1990	25 Brazil	23,153
1984	21 United Kingdom	6,422	1991	26 Brazil	23,153
1985	22 United Kingdom	6,422	1992	27 Brazil	23,153
1986	23 United Kingdom	6,422	1993	28 Brazil	23,153
1987	24 United Kingdom	6,422	1994	29 Brazil	23,153
1988	25 United Kingdom	6,422	1995	30 Brazil	23,153
1989	26 United Kingdom	6,422	1996	31 Brazil	23,153
1990	27 United Kingdom	6,422	1997	32 Brazil	23,153
1991	28 United Kingdom	6,422	1998	33 Brazil	23,153
1992	29 United Kingdom	6,422	1999	34 Brazil	23,153
1993	30 United Kingdom	6,422	2000	35 Brazil	23,153
1994	31 United Kingdom	6,422	2001	36 Brazil	23,153
1995	32 United Kingdom	6,422	2002	37 Brazil	23,153
1996	33 United Kingdom	6,422	2003	38 Brazil	23,153
1997	34 United Kingdom	6,422	2004	39 Brazil	23,153
1998	35 United Kingdom	6,422	2005	40 Brazil	23,153
1999	36 United Kingdom	6,422	2006	41 Brazil	23,153
2000	37 United Kingdom	6,422	2007	42 Brazil	23,153
2001	38 United Kingdom	6,422	2008	43 Brazil	23,153
2002	39 United Kingdom	6,422	2009	44 Brazil	23,153
2003	40 United Kingdom	6,422	2010	45 Brazil	23,153
2004	41 United Kingdom	6,422	2011	46 Brazil	23,153
2005	42 United Kingdom	6,422	2012	47 Brazil	23,153
2006	43 United Kingdom	6,422	2013	48 Brazil	23,153
2007	44 United Kingdom	6,422	2014	49 Brazil	23,153
2008	45 United Kingdom	6,422	2015	50 Brazil	23,153
2009	46 United Kingdom	6,422	2016	51 Brazil	23,153
2010	47 United Kingdom	6,422	2017	52 Brazil	23,153
2011	48 United Kingdom	6,422	2018	53 Brazil	23,153
2012	49 United Kingdom	6,422	2019	54 Brazil	23,153
2013	50 United Kingdom	6,422	2020	55 Brazil	23,153

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59	524	De. Lic Co. 300	524	011%	2.1	81.5
59	525	Arizac As OHS	525	012%	2.1	81.5
59	526	Arizac As OHS	526	013%	2.1	81.5
59	527	Arizac As OHS	527	014%	2.1	81.5
59	528	Arizac As OHS	528	015%	2.1	81.5
59	529	Arizac As OHS	529	016%	2.1	81.5
59	530	Arizac As OHS	530	017%	2.1	81.5
59	531	Arizac As OHS	531	018%	2.1	81.5
59	532	Arizac As OHS	532	019%	2.1	81.5
59	533	Arizac As OHS	533	020%	2.1	81.5
59	534	Arizac As OHS	534	021%	2.1	81.5
59	535	Arizac As OHS	535	022%	2.1	81.5
59	536	Arizac As OHS	536	023%	2.1	81.5
59	537	Arizac As OHS	537	024%	2.1	81.5
59	538	Arizac As OHS	538	025%	2.1	81.5
59	539	Arizac As OHS	539	026%	2.1	81.5
59	540	Arizac As OHS	540	027%	2.1	81.5
59	541	Arizac As OHS	541	028%	2.1	81.5
59	542	Arizac As OHS	542	029%	2.1	81.5
59	543	Arizac As OHS	543	030%	2.1	81.5
59	544	Arizac As OHS	544	031%	2.1	81.5
59	545	Arizac As OHS	545	032%	2.1	81.5
59	546	Arizac As OHS	546	033%	2.1	81.5
59	547	Arizac As OHS	547	034%	2.1	81.5
59	548	Arizac As OHS	548	035%	2.1	81.5
59	549	Arizac As OHS	549	036%	2.1	81.5
59	550	Arizac As OHS	550	037%	2.1	81.5
59	551	Arizac As OHS	551	038%	2.1	81.5
59	552	Arizac As OHS	552	039%	2.1	81.5
59	553	Arizac As OHS	553	040%	2.1	81.5
59	554	Arizac As OHS	554	041%	2.1	81.5
59	555	Arizac As OHS	555	042%	2.1	81.5
59	556	Arizac As OHS	556	043%	2.1	81.5
59	557	Arizac As OHS	557	044%	2.1	81.5
59	558	Arizac As OHS	558	045%	2.1	81.5
59	559	Arizac As OHS	559	046%	2.1	81.5
59	560	Arizac As OHS	560	047%	2.1	81.5
59	561	Arizac As OHS	561	048%	2.1	81.5
59	562	Arizac As OHS	562	049%	2.1	81.5
59	563	Arizac As OHS	563	050%	2.1	81.5
59	564	Arizac As OHS	564	051%	2.1	81.5
59	565	Arizac As OHS	565	052%	2.1	81.5
59	566	Arizac As OHS	566	053%	2.1	81.5
59	567	Arizac As OHS	567	054%	2.1	81.5
59	568	Arizac As OHS	568	055%	2.1	81.5
59	569	Arizac As OHS	569	056%	2.1	81.5
59	570	Arizac As OHS	570	057%	2.1	81.5
59	571	Arizac As OHS	571	058%	2.1	81.5
59	572	Arizac As OHS	572	059%	2.1	81.5
59	573	Arizac As OHS	573	060%	2.1	81.5
59	574	Arizac As OHS	574	061%	2.1	81.5
59	575	Arizac As OHS	575	062%	2.1	81.5
59	576	Arizac As OHS	576	063%	2.1	81.5
59	577	Arizac As OHS	577	064%	2.1	81.5
59	578	Arizac As OHS	578	065%	2.1	81.5
59	579	Arizac As OHS	579	066%	2.1	81.5

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240Willside Farm 123A-g		271 +2		12.0		3.9		16.1	
14Willside 10a				0.9		3.3		13.0	
149	1354Artesian 10a	v	144 -3	7.0	3.0	6.4	7.4		
122	600Allied Leds. Sp.	v	118	11.65	2.6	1.0	23.3		
123	1000Allied Leds. Sp.	v	114	11.65	2.6	1.0	23.3		
107	57Anacis 1a	v	8	10.13	4.3	2.4	7.5		
183A	1488CE Niles Sp.	v	16 1/2	10.4			8		
235	235Baker & W.A.T. N	v	342A	37.3	4	6.3	12.2		
44C	41Baker & R. Niles	v	44	12.8	3.8	3.8	12.2		
41	41Borden T. 1a	v	41	12.21	3.4	6.5	6.0		
57A	57Borden Weather 10a	v	302	12.51	3.6	4.9	6.0		
44C	44Borden Weather 10a	v	78	14	4	4	12.2		
9C	9C Borden Weather 10a	v	78	14	4	4	12.2		
207	161Campbell Incl. 20p.	v	123 +2	10.0	2.7	7.7	5.7		

762	57 Central TV	167	28.2	2.4	3.3
763	13.10.10 Radio 10p	143	4.0	2.9	3.3
147	12.10.10	128	2.0	2.3	13.8
148	12.10.10	107	0.7	9.0	0.1
149	12.10.10	107	0.7	9.0	0.1
150	12.10.10	107	0.7	9.0	0.1
151	12.10.10	107	0.7	9.0	0.1
152	12.10.10	107	0.7	9.0	0.1
153	12.10.10	107	0.7	9.0	0.1
154	12.10.10	107	0.7	9.0	0.1
155	12.10.10	107	0.7	9.0	0.1
156	12.10.10	107	0.7	9.0	0.1
157	12.10.10	107	0.7	9.0	0.1
158	12.10.10	107	0.7	9.0	0.1
159	12.10.10	107	0.7	9.0	0.1
160	12.10.10	107	0.7	9.0	0.1
161	12.10.10	107	0.7	9.0	0.1
162	12.10.10	107	0.7	9.0	0.1
163	12.10.10	107	0.7	9.0	0.1
164	12.10.10	107	0.7	9.0	0.1
165	12.10.10	107	0.7	9.0	0.1
166	12.10.10	107	0.7	9.0	0.1
167	12.10.10	107	0.7	9.0	0.1
168	12.10.10	107	0.7	9.0	0.1
169	12.10.10	107	0.7	9.0	0.1
170	12.10.10	107	0.7	9.0	0.1
171	12.10.10	107	0.7	9.0	0.1
172	12.10.10	107	0.7	9.0	0.1
173	12.10.10	107	0.7	9.0	0.1
174	12.10.10	107	0.7	9.0	0.1
175	12.10.10	107	0.7	9.0	0.1
176	12.10.10	107	0.7	9.0	0.1
177	12.10.10	107	0.7	9.0	0.1
178	12.10.10	107	0.7	9.0	0.1
179	12.10.10	107	0.7	9.0	0.1
180	12.10.10	107	0.7	9.0	0.1
181	12.10.10	107	0.7	9.0	0.1
182	12.10.10	107	0.7	9.0	0.1
183	12.10.10	107	0.7	9.0	0.1
184	12.10.10	107	0.7	9.0	0.1
185	12.10.10	107	0.7	9.0	0.1
186	12.10.10	107	0.7	9.0	0.1
187	12.10.10	107	0.7	9.0	0.1
188	12.10.10	107	0.7	9.0	0.1
189	12.10.10	107	0.7	9.0	0.1
190	12.10.10	107	0.7	9.0	0.1
191	12.10.10	107	0.7	9.0	0.1
192	12.10.10	107	0.7	9.0	0.1
193	12.10.10	107	0.7	9.0	0.1
194	12.10.10	107	0.7	9.0	0.1
195	12.10.10	107	0.7	9.0	0.1
196	12.10.10	107	0.7	9.0	0.1
197	12.10.10	107	0.7	9.0	0.1
198	12.10.10	107	0.7	9.0	0.1
199	12.10.10	107	0.7	9.0	0.1
200	12.10.10	107	0.7	9.0	0.1

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the 1990s, the number of people in the world who are illiterate has increased from 1.2 billion to 1.5 billion. The number of illiterate people in the world is projected to reach 1.7 billion by the year 2015. The number of illiterate people in the world is projected to reach 1.7 billion by the year 2015.



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MINES - Contd							
1990	High	Low	Stock	Price	% Net	Div Yr	Yr 6%
Miscellaneous							
190	120	100	Anglova Mining Sp. v	130			
110	100	80	Asarco, Wash. v	40			
121	120	100	Chrysothorpe	14			
651	450	400	Consolidated Int. Gold	450-12			
37	210	190	21st Century Mining Corp. v	210			
84	100	80	1st Century Res. Corp.	71-82			
122	120	100	Chrysothorpe, March 10	44-1	0300	5.51	17.57
241	120	100	4th Century Inc.	10-2			
241	120	100	12th Century Res. Mining v	15-24	1.0	0	2.1

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11	61	Packard 55	27	2	14.5	2.9	6.9
12	62	Perkin-Elmer 55	27	2	14.5	2.9	6.9
13	63	Perkin-Elmer 55	27	2	14.5	2.9	6.9
14	64	Perkin-Elmer 55	27	2	14.5	2.9	6.9
15	65	Perkin-Elmer 55	27	2	14.5	2.9	6.9
16	66	Perkin-Elmer 55	27	2	14.5	2.9	6.9
17	67	Perkin-Elmer 55	27	2	14.5	2.9	6.9
18	68	Perkin-Elmer 55	27	2	14.5	2.9	6.9
19	69	Perkin-Elmer 55	27	2	14.5	2.9	6.9
20	70	Perkin-Elmer 55	27	2	14.5	2.9	6.9
21	71	Perkin-Elmer 55	27	2	14.5	2.9	6.9
22	72	Perkin-Elmer 55	27	2	14.5	2.9	6.9
23	73	Perkin-Elmer 55	27	2	14.5	2.9	6.9
24	74	Perkin-Elmer 55	27	2	14.5	2.9	6.9
25	75	Perkin-Elmer 55	27	2	14.5	2.9	6.9
26	76	Perkin-Elmer 55	27	2	14.5	2.9	6.9
27	77	Perkin-Elmer 55	27	2	14.5	2.9	6.9
28	78	Perkin-Elmer 55	27	2	14.5	2.9	6.9
29	79	Perkin-Elmer 55	27	2	14.5	2.9	6.9
30	80	Perkin-Elmer 55	27	2	14.5	2.9	6.9
31	81	Perkin-Elmer 55	27	2	14.5	2.9	6.9
32	82	Perkin-Elmer 55	27	2	14.5	2.9	6.9
33	83	Perkin-Elmer 55	27	2	14.5	2.9	6.9
34	84	Perkin-Elmer 55	27	2	14.5	2.9	6.9
35	85	Perkin-Elmer 55	27	2	14.5	2.9	6.9
36	86	Perkin-Elmer 55	27	2	14.5	2.9	6.9
37	87	Perkin-Elmer 55	27	2	14.5	2.9	6.9
38	88	Perkin-Elmer 55	27	2	14.5	2.9	6.9
39	89	Perkin-Elmer 55	27	2	14.5	2.9	6.9
40	90	Perkin-Elmer 55	27	2	14.5	2.9	6.9
41	91	Perkin-Elmer 55	27	2	14.5	2.9	6.9
42	92	Perkin-Elmer 55	27	2	14.5	2.9	6.9
43	93	Perkin-Elmer 55	27	2	14.5	2.9	6.9
44	94	Perkin-Elmer 55	27	2	14.5	2.9	6.9
45	95	Perkin-Elmer 55	27	2	14.5	2.9	6.9
46	96	Perkin-Elmer 55	27	2	14.5	2.9	6.9
47	97	Perkin-Elmer 55	27	2	14.5	2.9	6.9
48	98	Perkin-Elmer 55	27	2	14.5	2.9	6.9
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July 1915















4pm prices May 8

Continued on Page 49



**NASDAQ NATIONAL MARKET**

20m prices May 8

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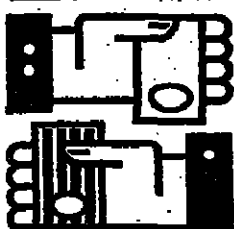
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# FINANCIAL TIMES SURVEY



**The Third World debt  
tempest is abating,  
but new perils lie  
ahead, from losses  
on loans made to**

**real-estate companies and from  
highly-leveraged transactions,  
warns David Lascelles. Successful  
navigation is likely to depend  
largely on the interest-rate climate.**

## Still more rocks ahead

IF THE banking industry were a ship — a galleon might be a better metaphor — it could claim to have safely navigated the reefs of Third World debt over the last year or two. But there are still some nasty rocks on the way to the Eldorado on the horizon.

Those rocks have forbidding names on them, like highly leveraged transactions and real-estate loans. The galleon may be able to get upwind of them, so long as the storms of recession do not blow too hard. Fortunately, the ship has a new copper bottom to it, following a thorough capital refit over the last couple of years. But the captain and crew will have to be on their toes.

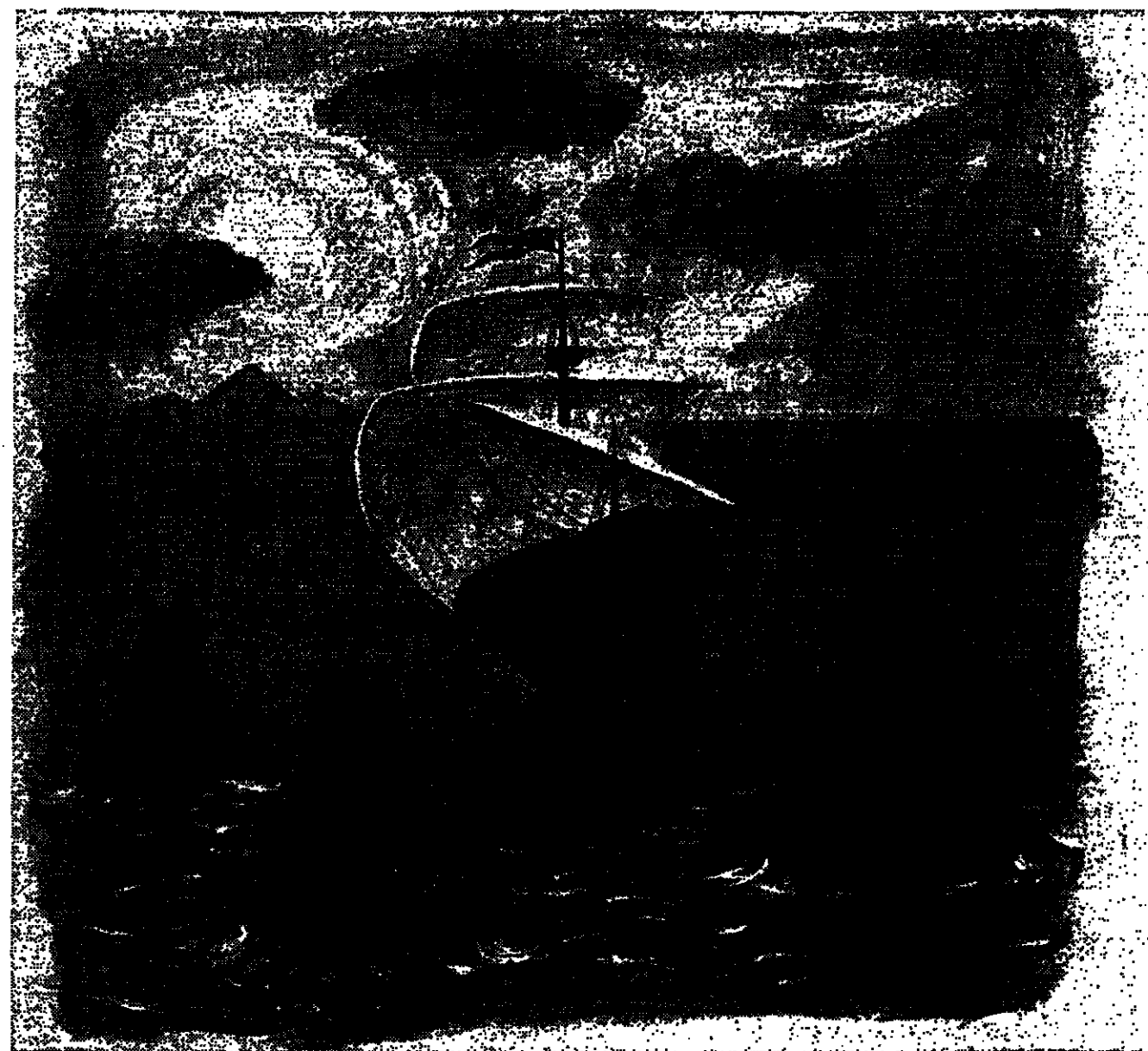
Actually, the picture of the banking industry sailing into choppy waters is hardly a new one. Bankers always seem to be heading for trouble. But for once, the rocks ahead look rather uglier than those ahead.

The banking industry may now be said to be past the worst of the Third World debt crisis, which was itself the gravest danger facing it since the last war. Indeed, following the tens of billions of dollars worth of provisions which they have made over the last three years, many of the world's

leading banks could now afford to write off most of their Third World exposure. "The end of an era," was how Sir John Quinlan, the chairman of Barclays, the UK's largest clearing bank, described the film of provisions which his bank made in February.

But the provisions have also had the less welcome effect from the banks' point of view of increasing the pressure on them to remit part of their loans. Although many of them participated in last year's formal debt reduction by Mexico, it was only with some reluctance and much muttering of "never again". None the less, political weight is being brought to bear (for example, the UK government recently introduced tax benefits for banks which sell Third World loans back at a discount), and few people doubt that, in the long run, cancellation will play a major part in some guise in easing the debt burden.

But if Third World debt has now been consigned to the misty hum-drum level of banking priorities, the same cannot be said of the dangers ahead. The perils of losses on lending to real-estate companies and highly leveraged transactions have begun to grow, particu-



## International BANKING

larly in the US.

The recent batch of first-quarter results from the US banks showed how bad things could become. Many banks reported sharp falls in profits, mainly because of the collapse of the north-east property market. This in turn prompted a marked decline in US bank share and bond prices, and caused Moody's to announce that it was considering whether to reduce the credit rating of Citicorp, the largest US banking group.

These concerns are echoed

in other markets, mainly the UK and Japan, where banks have taken on similar exposures to property and leveraged deals, though not on anything like the US scale. The recent warning by Sir Kit McMahon, the Midland Bank chairman, about falling profits was, however, a sobering moment for the UK market.

Whether these problems rise to engulf the banks in yet another crisis remains to be seen, and will be determined mainly by the future course of interest rates. Though they

could never match Third World debt in magnitude, they are sapping confidence because their exact size cannot yet be measured.

In one sense, the problems are being forced out into the open by banking regulators who are taking a much tougher line than before. In the US, officials are demanding bigger real estate provisions, and have expanded their definition of highly leveraged deals with the result that the numbers now look much bigger.

By the same token, though,

supervisors are also pursuing their campaign for stronger balance sheets and capital ratios. Two years of the five-year phase-in period for the Basle agreement on capital adequacy have now passed, and it looks as if most banks will meet the new levels by early 1993.

If there is a worry about the effect of the agreement, it is that, by raising banks' capital costs, it makes it harder for them to earn a profit. This, in turn, forces them to take greater risks and involve them-

IN THIS SURVEY	
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Illustration: Chris Priestley	
Editorial production: Martin Davies	

selves in shakier deals. Taken to its extreme, the Basle agreement could thus become self-defeating, though supervisors naturally expect banks to raise their profits through better management rather than going for the longer odds.

And this is happening, too. Banks are deeply preoccupied with cutting costs. Many have also rediscovered the virtues of their traditional domestic retail markets, where the private individual and the small businessman provide a stable and profitable supply of business. Banks like Chase Manhattan, Manufacturers Hanover, Lloyds and Barclays have also built up operational services like transaction-netting and global custody which, while unglamorous, can reap higher-quality earnings than eye-catching financial engineering.

Another important house-keeping chore is being conducted by the Group of Thirty, a club of top commercial and central bankers. They have launched a campaign to strengthen the infrastructure of banking, in particular the settlement systems through which banks pass billions of dollars worth of payments a day. Like the Basle agreement, this too should help reduce the risks of banking, and is a further reflection of the attention that is now being paid to the structural fabric of the whole industry.

In Europe, the finishing touches are now being put to arrangements for the single market in banking, which takes effect at the end of 1992. The preparations have proved surprisingly political, particularly because of the possibility — now dispelled — that non-EC banks might find their access limited by reciprocity provisions.

Under the proposed "passport" system, EC registered banks will be able to offer a wide range of financial services throughout the Community without having to obtain local authorisation. But, striking though the possibilities might seem, the effect is only slowly appearing on the face of European banking.

Contrary to earlier predictions, there has not been a wave of large cross-border mergers. Indeed, one of the few so far proposed, between Amro

of the Netherlands and Générale Bank of Belgium, collapsed last year. The only successful deal of any size has been the \$850m acquisition of the Morgan Grenfell merchant bank by Deutsche Bank, though this was of specialist rather than general interest.

At a secondary level, the effect is already quite marked. A growing network of alliances is emerging among the smaller banks, as they seek partners to expand their geographic reach and jointly market products. And within particular countries there has been a conspicuous process of concentration through bank mergers, in the Netherlands, Italy and Denmark in particular.

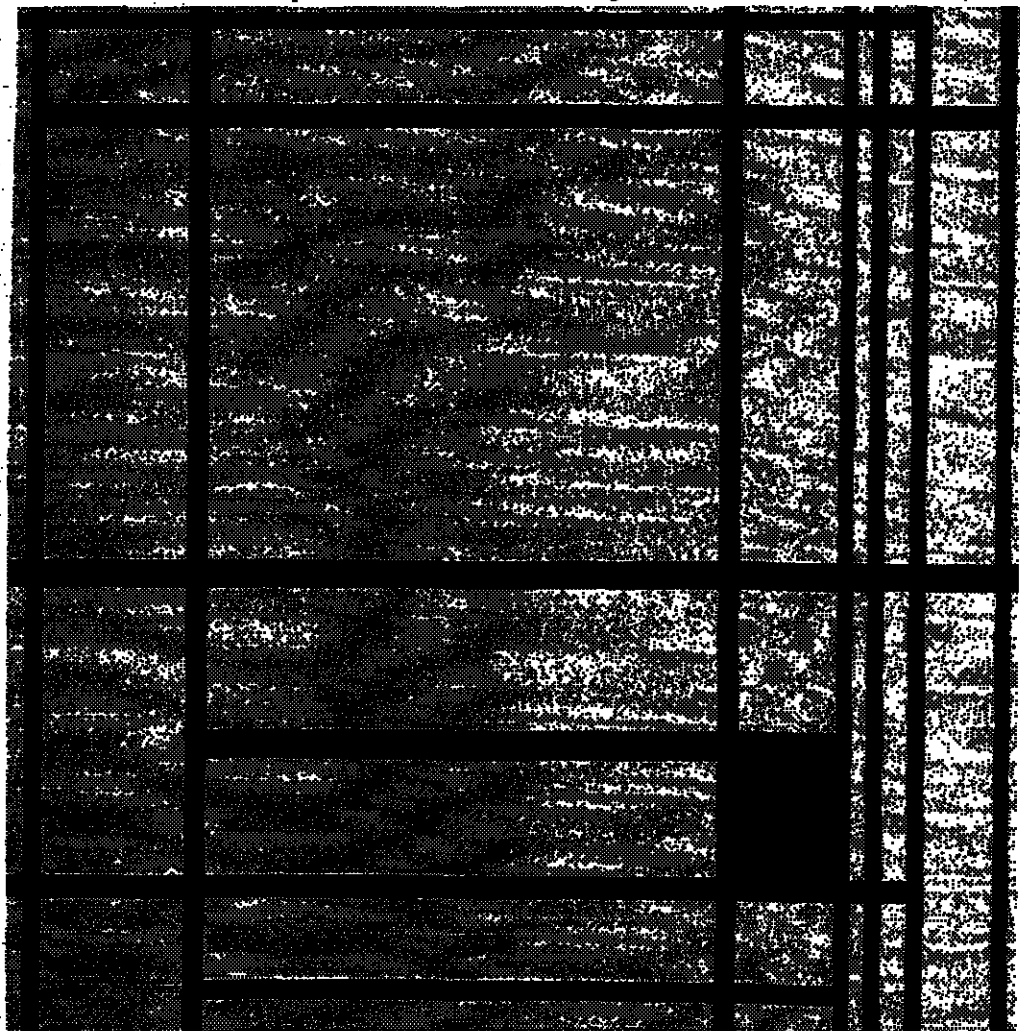
Europe has acquired an extra dimension with the democratic reforms in the east. But, though banks are taking an intense interest in developments over there — particularly the Germans who are opening up chains of branches — it is not yet clear whether they amount to hard business opportunities.

Bankers are understandably reluctant to open the credit taps too wide while these economies face highly uncertain times. Yet the prospects for trade and project finance must be enormous, as must the opportunities for selling banking technology and know-how to countries where commercial and retail banking practice is virtually unknown.

The comparatively liberal EC regime is encouraging banks to diversify into securities, insurance and other services — a trend which may be accelerated if deregulation takes hold in the US and Japan as well. Though this is blurring the traditional definition of a bank, there is also a strongly-held contrary view in banking circles that, as banks get bigger and more unwieldy, the successful institution may turn out to be the one that does a few things well rather than many unremarkably.

These are the sorts of strategic issues that confront bankers as they embark on the 1990s — a period that all of them expect will bring big changes. But first they have to navigate the tricky passage immediately ahead. The new decade could thus be a time of promise, but it may start with some casualties.

Composition with blue, Mondrian, 1937, Haags Gemeentemuseum.



© Mondrian, 1931, 56, Beeldrecht Amsterdam.

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## INTERNATIONAL BANKING 2

Andrew Marshall paints an economic backdrop of...

## Opportunity and anxiety

THE INTERNATIONAL Monetary Fund's policy-making interim committee meeting, in Washington this month, took place against the background of both rising optimism about the world economy and rising fears.

The optimism is partly a result of the dismantling of the socialist bloc. The reconstruction of Eastern Europe is creating opportunities for investment, trade and growth. The decline in tension between the US and Soviet Union also promises to allow a reduction in defence expenditure and an increase in bilateral trade. At the same time, western Europe is on the verge of a single market, and seems eager to move on to unify its currencies and economies.

But fears of a credit crunch have also emerged as the world economy enters the 1990s. Rising inflation, increasing demand for capital, and the delayed effect of a borrowing binge in the 1980s are taking their toll on financial markets, and some economists

fear that the effect may be to reduce growth below its potential.

Central banks have tightened policy to cope with last year's rise in inflation, with only partial success. The IMF expects inflation to fall for the seven major economies as a whole this year. But the inflation rate in Britain is hovering at just over 8 per cent, nearly double the average posted between 1983 and the first half of 1988. In the US, core inflation reached an annual rate of 7.5 per cent in the first quarter, after running at 4 to 4.5 per cent for the previous six years.

There is increasing demand for funds to rebuild the economies of eastern Europe. At the same time, the broader international debt crisis remains unresolved. Of the three major Latin American debtors, only Mexico has benefited from the Brady Plan for debt reduction. Argentina and Brazil, both experiencing the joys of democratic government for the first time in years, labour under

large debt burdens that seem insoluble.

The US, the world's major debtor, is not in a position to bail out either eastern Europe or Latin America. Its federal budget deficit is falling. But the US faces still problems in mopping up the effect of financial problems in its own backyard, in particular the savings-and-loans crisis.

The IMF, say press reports, forecasts that the US current-account deficit will widen this year to about \$124.6bn, and to about \$141.5bn in 1991, having narrowed last year to about \$105.9bn.

But the world's major capital exporters in the 1980s - West Germany and Japan - both face problems adjusting to the new realities of the

1990s. Germany is in the process of incorporating East Germany, at the cost of higher federal spending, and possibly an increase in inflation as a result of German Monetary Union. Bund yields have been rising, and the Bundesbank has warned that the inflationary consequences of monetary union could require further official rate rises.

The turnaround in fortunes is more marked in Japan, where equities and bonds have plunged, and the yen fell to its lowest level for around three years against the dollar. There is also concern that land prices may be dragged down by the decline in equities, resulting in bankruptcies as the asset price inflation bubble bursts.

Four increases in Japan's Official Discount Rate since last June have raised the overall interest rate structure to new highs. According to the IMF, Japan will have the strongest growth and lowest inflation of the Group of Seven countries in 1990, at 4.6 per cent and 1.7 per cent respectively. But the current account surplus for this year is forecast at 2 per cent of GNP, unchanged from last year, and well down on last September's forecast of 2.9 per cent for 1990. The days when Japanese capital exports could be relied upon may be passing.

So far, the outlook for growth is relatively healthy for the industrialised countries, though expansion is expected to slow. Growth in

the leading industrial nations might average 2.5 per cent this year, against 3.4 per cent in 1989, according to the IMF.

The costs seem likely to be borne disproportionately by the US and the UK. The IMF forecasts that the US economy will grow by only about 1.7 per cent in 1990, rather than the 2.4 per cent forecast by the Treasury, against 3 per cent last year. Britain will have the lowest growth, highest inflation and the biggest current-account deficit as a percentage of economic size of the G-7 leading industrial countries this year, says the Fund.

Bluford Putnam, chief international economist at Kleinwort Benson, says: "Economic growth is almost certain to suffer, as many good projects

go unfunded along with the bad ones." However, he argues, "the result of a global credit squeeze is not likely to be a world recession, because governments can be expected to alter policies to ease the more negative effects if and when they appear."

But the process of economic co-operation, born in the 1980s to handle instability in international markets and co-ordinate policy, is fraying at the edges as it comes under pressure from all sides. When the G-7 met in Paris in March, it was unable to agree more than an anodyne statement of support for the year.

David Hale, of Kemper Financial Services, says the buzzword for the new decade is "multilateral overconvergence". In the 1980s, Europe and Japan pursued restrictive fiscal policies, and bank lending to the developing countries collapsed.

Consequently, America's large budget deficits have set the stage for an inflationary monetary policy: they

turned the US into the world economy's de facto borrower and spender of last resort. Now the global financial equilibrium produced by the divergent but complementary savings behaviour of Japan, Germany and the Anglo-Saxon world is crumbling. In its place is a disquieting, produced by the desire of all the major economies to sustain non-inflationary growth with strong currencies.

The impact of a growing credit crunch, and lack of measures to mitigate it, would be yet more severe on the highly indebted economies of the Third World. Many are either embarking on, or half-way through, programmes of structural adjustment.

Smaller debtor nations fear that, with the attention of the world turning to eastern Europe, and limited resources, they will be left to their own devices. This could lead to further financial disruption in the debtor countries, possibly intensifying the squeeze on credit.

Towards 1992 - and the world's largest single market

## Early alliances fail to impress

THE PROSPECT of a single European market for banking after 1992 has become a very beguiling one for bankers but one for which they do not seem terribly sure how to react.

On one hand, the recent flurry of bank mergers in countries like the Netherlands and Scandinavia suggest that a big shake-out may be getting under way. On the other, there have been very few major cross-border moves which would support the view that 1992 will alter the face of European banking very quickly.

"There is no such thing as a pan-European bank, and you won't see it for 20 to 30 years," says Mr John Tugwell, the

chief executive of international business at National Westminster, the UK's second largest clearer. "But if you look at individual customer segments, then there will be benefits from the single market."

Over the last 12 months the EC has put into place much of the infrastructure for a single banking market. The Second Banking Directive, which forms the cornerstone, is virtually complete, and other technical regulations are being finalised. A potential row with the EC's trading partners over

access to each other's banking markets was averted when Brussels toned down the wording of a proposed reciprocity clause.

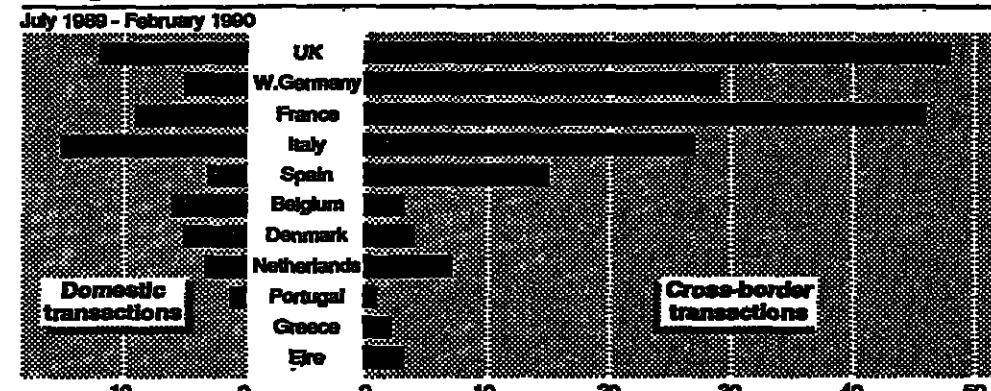
So it is now up to bankers to make what they can of what will be the world's largest single market, with 325m people. A survey by the Bank of England last year found that banks expected to see few major changes in the big corporate and wholesale banking markets, because these are almost totally international anyway.

There would also be few quick changes at the opposite end - in retail banking - because of the strong national character of the personal banking industry. But in between, there could be changes, for example in growing cross-border sales of financial services to wealthier, internationally mobile people, and the standardisation of banking products for a wider segment of the middle corporate market.

The prospect of 1992 has certainly spurred an acceleration in cross-border alliances by banks. In the last 12 months: 

- Crédit Lyonnais bought a bank in Italy;
- Banco Hispano Americano, of Spain, bought 5 per cent of

## Mergers and acquisitions of financial institutions



Commerzbank, and the two are now looking for further partners.

- NatWest bought out Van Lanschot, its part-owned Dutch merchant bank;
- Standard Chartered and Westdeutsche Landesbank formed a joint merchant banking venture;
- Six European co-operative banks launched reciprocal services through Unico, their trade group; and, most conspicuous of all -
- Deutsche Bank spent \$950m

acquiring Morgan Grenfell, the London merchant bank.

But many analysts believe that most of the deals are, arguably, either too small or too specialised to count as major milestones on the European scene. In a recent study KPMG Peat Marwick McLintock, the accountancy firm, noted the strong emergence of new groupings via cross-shareholdings and marketing agreements, but commented: "The takeover of larger institutions that many people thought

would happen is yet to come."

More conspicuous, in a way, was the failure last year of the proposed merger between Amro of the Netherlands and the Générale Bank of Belgium after management of both banks had got cold feet. This was widely seen as indicative of the huge problems that banks will have in linking up across borders.

Equally significant was the fact that it was not a European, but an Australian bank, which won the bidding for the Yorkshire Bank last January. The \$280m deal was the most important European retail banking sale of recent times, but it showed that EC banks are still not prepared to lay out big money to expand into another member state, even though bankers frequently complain about how few good banks there are available to buy.

But if there has been an absence of aggressive cross-border buying, there has been no shortage of defensive consolidation in and around the EC. After Amro had failed to make it with Générale Bank, it promptly teamed up with ABN, the Netherlands' other leading bank. This happened only a short while after two other Dutch banks, NMB and Postbank, had also got together.

In Denmark, the six largest banks coalesced into only two groups. "In Denmark, as well as in other countries, the banking sector is facing a highly competitive environment," said

Mr Lars Bakken, deputy chief executive of Unibank, one of the two new banking groups. "The merger will create an even more intense competitive climate."

There have also been marked consolidations in Spain and Italy, as well as in non-EC countries like Switzerland, Sweden and Norway, where banks are not immune to the mounting pressures.

The consolidation may also occur across industrial borders as well as geographic ones. The expansion of the leading German banks like Deutsche and Dresdner into life insurance has paralleled similar moves by banks in France and by Lloyds Bank in the UK. Banks are also expanding into the security industry and fund management, taking advantage of the wide definition of banking activity that was deliberately built into the EC directive.

Nor has the allure of 1992 been confined to EC banks. Banks from other regions, notably North America, Japan and Australia, have been actively expanding their activities in the Community. Much of this has occurred in London, which is consciously defending its place as Europe's leading financial centre, but also in France, Spain and Germany, the latter with half an eye on East Europe as well.

Mr Larry Uhlich, executive director of the Washington-based Institute of International Bankers, even proposed

Equally significant, it was not a European, but an Australian bank, that won the bidding for the Yorkshire Bank

recently that the EC could unify its banking market with the US and other developed countries through a common regulatory system.

But, as yet, the future structures of the European banking market remain hard to discern. Bankers are clearly keeping sharp eyes on their business and on each other. The fear that the single market will produce powerful behemoths is also forcing banks on the fringe to seek safety in numbers. But among the big players, banking is living up to its reputation as an industry where structural change only comes about slowly, and where the cautious approach pays off.

David Lascelles

Case study: Amro &amp; ABN

## A pragmatic engagement

THE PLANNED merger of the two biggest banks in the Netherlands, Amsterdam-Rotterdam Bank (Amro) and Algemene Bank Nederland (ABN), is a marriage of convenience and one that would raise eyebrows in most industrialised countries.

The combined bank would command nearly 40 per cent of Dutch bank assets and as much as two-thirds of trade on the Amsterdam bourse and dominate lending to big Dutch companies. It would also rank number one in consumer credit in its home market.

But in The Netherlands, where the banking community remains a gentlemen's club, the proposed marriage is viewed as a pragmatic solution to narrowing options. As medium-sized banks on a world scale, they face an increasingly hostile European market after 1992, more international financial markets and dizzying technological change.

To meet these challenges, more banks are casting their votes as "global players."

"Whoever wants to belong to this group of global players must be possessed of a very strong capital base, perfect automation and an arsenal of highly qualified staff," said Mr Robert Hazellhoff, chairman of ABN, when the engagement was announced in March.

He and his counterpart at Amro, Mr Roelof Nelissen, described their plans as an offensive strategy, carving out a global niche in capital markets, trade finance, private banking and mergers and acquisitions. They believe size would make foreign acquisitions easier. But Mr Wim Kok, the finance minister, described the envisaged merger as a defensive move, though clearly justifiable, when he gave his blessing. The central bank also approved.

An earlier bid by Amro, to link up with Générale Bank of Belgium, failed, while ABN has simply claimed that it would carry on alone. Mr Nelissen and Mr Hazellhoff admit that they probably would have been denied permission to

marry in the past, but stiffer international competition is changing regulatory minds.

The merger would create a combined balance-sheet total of 1.358bn (including 375 branches) and 95,700 workers. A merged bank would rank sixth in Europe, and 16th worldwide, based on 1988 figures.

Both are products of numerous mergers over the past century but have different corporate cultures. Amro is aggressive and dynamic, ABN conservative and tradition-bound.

They must weave together these cultures, streamline their operations, improve profitability and succeed in their chosen market niches, according to analysts, many of whom are sceptical about the savings and improved profitability will take time.

Mr Matthew Caplewicz, an analyst for Credit Suisse-First Boston, believes the merger would cost 1.50 per share "upfront" and 1.50 "deferred" in 1993 and more in 1990. The amount of streamlining will be decisive. Analysts generally agree that at least 15 per cent of the workforce needs to be trimmed.

Trade unions have won a conditional guarantee of no forced lay-offs from the banks, which insist that employees accept different jobs, status and hours.

To execute the merger Amro and ABN will jointly set up a holding company that will issue one new share for one Amro and two ABN shares. They hope to complete the merger in four years.

ABN will get the upper hand in running the new institution, because Amro cannot afford another failure, according to some speculation inside the banks. Mr Nelissen, aged 56, and Mr Hazellhoff, 60, are nearing retirement, so a new chairman from outside might make the appointment a sensible Dutch compromise. Some wits have suggested Rambo.

Laura Raun

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## INTERNATIONAL BANKING 3

Eastern Europe: economic change may be more elusive than political reform, says Deborah Hargreaves

## Cautious lenders will remember Latin America

THE GAP-toothed Berlin Wall will soon be dismantled completely, removing the most powerful symbol of the struggle for freedom in eastern Europe.

But as pluralism is re-established on the grave of communism, eastern European countries may find their hardest task is yet before them. The transformation of Comecon's impoverished economies could turn out to be much more elusive than political reform.

Western bankers have presided over the political euphoria of eastern Europe in characteristically phlegmatic style with more sang-froid than the politicians. They know they have an important role to play in steering the bulky inefficient

countries, and favour those they regard as a better credit risk. In doing this, countries' records on debt servicing can be decisive.

Czechoslovakia is regarded by many western banks as the best credit risk, since it has been prudent about past borrowing and has a relatively low debt burden of around \$6bn. In addition, the country is perceived as having a fairly strong industrial economy, although how resilient this will prove amid the changes in Comecon relationships remains to be seen. The country's record means that it can tap the credit market at fairly fine margins, unlike some of its industrial neighbours.

Poland and Hungary face large repayments on their existing debt, which suggests their future borrowing could be constrained, but both are in line to receive World Bank loans and around \$1bn from the EIB.

## A country's record on debt-servicing can be decisive in the eyes of bankers

cies of state planning towards some measure of flexibility along the road towards a market economy.

But the commercial banks are reluctant to throw themselves wholeheartedly into the unwieldy bureaucracy which remains communism's most resilient legacy to the east European nations. They will not forget the Latin American debt crisis, and are mindful of the deteriorating creditworthiness of most countries in Eastern Europe — both of which increase their caution over embarking on another round of loans to sovereign borrowers.

The best course for eastern Europe's efforts at reconstruction would be to establish ties with commercial enterprises in the west, which can subsequently borrow on their own credit funds for building joint ventures. However, even this route is fraught with uncertainty, since most lenders are demanding some sort of guarantee for projects from central banks in Eastern European countries.

"There is a lot of interest in eastern Europe, but also a lot of caution about committing new funds — more caution than the governments would like," says an official at Morgan Grenfell, the UK investment bank.

Some of the loan initiatives to the region may be co-ordinated by the umbrella organisations of the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). The EIB will concentrate on lending in traditional ways to East European governments, while the EBRD is likely to be involved in more project finance initiatives.

Bankers differentiate between eastern European countries, and also a lot of caution about committing new funds — more caution than the governments would like," says an official at Morgan Grenfell, the UK investment bank.

In the absence of reliable central bank guarantees for some projects in eastern Europe, several pioneering banks are turning towards non-recourse project finance. In addition, countries like Poland and Hungary are looking for investors rather than banks, which will take an equity stake in a project.

The projects that have traditionally attracted western investors are those which offer some form of export earnings. But Morgan Grenfell says it is now looking at investment in utilities, which generate domestic earnings with some sort of guarantee from the central bank that these earnings can be exchanged for foreign currency. Although eastern European nations are moving towards convertible currencies, much uncertainty still surrounds their ability to do so.

The uncertainty of an economy in flux is the major drawback to investment in the eastern bloc. Nascent projects and joint ventures are difficult to assess in the absence of comparable accounts and corporate law. Mr Bliwicz points to the sheer weight of change, which can remove a whole negotiating team virtually in mid-sentence. But, in the absence of any precedent, most aspects of a joint venture can be negotiated to the demands of the western investor.

A report by the US Institute

of International Finance (IIF) on building market economies in central and Eastern Europe notes that the availability of bank finance for the region can be favourably influenced by permitting banks to select among a variety of lending options. Banks are looking for trade, leasing and project finance with significant cash-flow and foreign exchange earning potential. "However, the growth of opportunities for such lending is likely to be governed by the pace of economic reform," the report says.

An important development that would increase the scope for bank lending in the eastern bloc is the establishment of local banking operations by western banks. This would greatly increase the banks' ability to monitor project development and offer technical support. At the same time, the IIF report continues, a foreign bank presence in the local capital market can increase competition and efficiency.

Of course, East Germany is a special case among the east European nations, given the

approach of German unification. But this became the first country in the region to attract a western banking operation when Deutsche Bank agreed to set up a joint venture with the East German Deutsche Kreditbank, the former state banking monopoly, in mid-April. The joint venture involves Deutsche Bank acquiring some 100 of the 170 branches of Kreditbank, with several thousand employees, but exact terms have yet to be worked out.

The situation in eastern Europe is currently in some

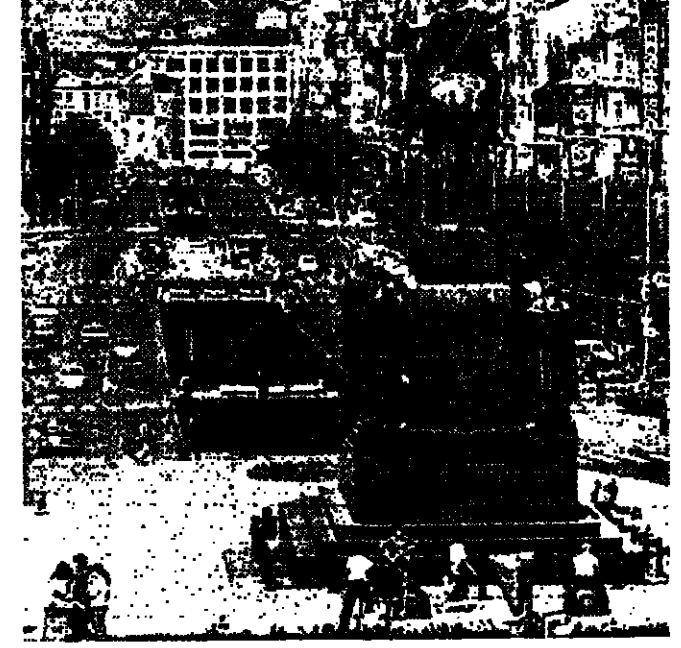
disarray, as most of these countries experience their first democratic elections in decades. Economic reform is a central plank of most parties' election platforms but it could be some time before the western banks overcome their caution and agree to help them out.

Building Free Market Economies in Central and Eastern Europe: Challenges and Realities (Institute of International Finance, 2000, Pennsylvania Avenue, NW, Washington DC 20006, Tel (202) 857-3600).

partner is the concept of an acceptable economic return on a project, he explains.

In addition, it is hard for the partner to grasp the concept of the level of risk acceptable to an international investor. "You can't just send in the accountants to evaluate the assets of a project because you lack the legal environment to dispose of the assets if something goes wrong," he says.

In developing an approach to Eastern Europe, Mr Shakeshaft stresses the importance of differentiating between countries and regions. These are assessed on their previous performance and record for



servicing existing debt. Mr Shakeshaft believes that the industrial development of Eastern Europe will be similar to the rebuilding of Italy after the second world war. He expects the creation of large, complex companies with a layer of small, family-owned firms with little in between.

Prague... Many western banks regard Czechoslovakia as the best credit risk, because it has been prudent about past borrowing and has a relatively low debt burden, of around \$6bn. In addition, the country is perceived as having a fairly strong industrial economy.

Deborah Hargreaves

## 'Expect parallels with Italy'

MORGAN GRENELL is building on a 100-year tradition in its current approach to lending in Eastern Europe. In the past five years the UK merchant bank has lent over \$3bn

to the region and it pioneered loans on a limited recourse basis to the USSR last year.

The recent acquisition of MG by West Germany's Deutsche Bank has augmented the bank's expertise in the region. But while the two institutions regularly exchange views and swap information about East-

ern Europe they share few common clients. MG's history of deal-making and innovative financing has taken it into different areas from Deutsche's lending activities. In addition, the banks have different geographical focuses with Deutsche concentrating on a close involvement with East Germany.

One area of overlap has seen Morgan hiring a team of 60 world debt traders from Libra Bank to trade loans on the secondary market. It is expected that these traders will have access to the relevant part of Deutsche Bank's loan portfolio.

As lending to Eastern Europe moves away from a dependence on central bank guarantees, Morgan was one of the first banks to lend on a limited recourse basis with its \$300m financing for the Assoco project to reconstruct a petrochemicals plant in the Soviet Union last year.

"It is very difficult to arrive at a common vocabulary on what finance and investment mean," says Mr John Shakeshaft, senior assistant director for Eastern European business at Morgan Grenfell. One of the most difficult issues to negotiate with an Eastern European

partner is the concept of an acceptable economic return on a project, he explains.

In developing an approach to Eastern Europe, Mr Shakeshaft stresses the importance of differentiating between countries and regions. These are assessed on their previous performance and record for

## Japan's leading corporate bank expects cross-border partnerships to help shape global business growth

IBJ's recent top ranking in both overall banking service and M&A advice (in a Japan Economic Journal poll of accounting and finance managers at 1,825 publicly traded Japanese firms) is based on some obvious strengths—including its assets of close to \$300 billion. But behind that financial power is something equally essential to success in global markets.

That something, according to Tadashi Natori, IBJ director and general manager of IBJ's London Branch, and Hiroshi Nakamura, IBJ director and general manager of the Investment Banking Department at the head office, is "product and relationship banking."

In its home market, IBJ counts roughly 90 percent of Japan's 200 leading companies among its clients. Now, with offices in nine major European business centres as well, plus its operations in the United States and a number of Asian capitals, IBJ is forging new global relationships.

"With European market unification coming, in 1992, and the possibility of East-West economic cooperation in Europe," says Tadashi Natori in an interview at IBJ's London Branch, "we are going to strengthen our links to local banks and back those ties with our global strength, product innovation and skills."

IBJ's London Branch, which oversees European operations, is active in aircraft leasing, treasury products, project financing and real estate investment, but there is also strong emphasis on M&A. The M&A team at London Branch, headed by William Hurley, has been very active in identifying good opportunities in Europe for IBJ's Japanese clients as well as providing a full advisory and evaluation service.

"It has only been three years since M&A began to be recognised widely in Japan, but many Japanese companies now see it as a key part of their strategy," says Hiroshi Nakamura in Tokyo.

## Both sides should "win"

The last two years have seen 40-50 percent growth in M&A deals involving Japanese firms. Nakamura sees slower but stable M&A market growth in the 1990s as more companies, small and large, move to position themselves in regional and global markets.

Inside IBJ, a regular series of two-day internal seminars in London, the next of which will focus on M&A, as well as regular visits by teams of head office experts keep the bank's European and home office staff in close touch with trends worldwide.

Both Natori and Nakamura are keenly aware of one particular danger in the current worldwide M&A boom.

"Some cross-border bids," Natori points out, "still can trigger powerful national emotions." IBJ-style M&A, both executives say, seeks "win-win" deals.



Tadashi Natori  
IBJ Director and General Manager of  
IBJ London Branch

"We're not interested in 'money games,' chasing big bids and hostile takeovers," Nakamura declares. "Our goal is to help our clients build solid strategic alliances."

It's not enough just to find a promising takeover target for a client, he adds. IBJ managers study each M&A deal from many perspectives—not only to establish what is best for the companies involved, but to gauge the probable impact on the local community or country where the new venture will be operating.

The key to a "win-win" deal, Nakamura says, is to look for companies with complementary strengths and needs in production technology, marketing know-how and financing.

The work starts in the field, where IBJ teams identify companies interested in a merger or acquisition. Most of the research on a deal is done in Tokyo, where IBJ has both extensive contacts in the Japanese market and one of the most respected industrial research divisions in the banking world.

The philosophy behind the merger or acquisition, Nakamura says, is just as important as the ability to close the deal.

"Some people regard M&As as de facto 100-percent takeovers," he explains. "We don't think that way. When we look at a potential deal, the first question we ask is: 'What is best for both sides?'"

Quite often the answer is a minority equity position by one side.

## Keeping management in place

A European company which wants to grow beyond its local market, for example, may not be able to do so without a capital infusion. Many Japanese companies, inexperienced in European markets, actually prefer to take a minority investment position first, Nakamura says, "as a way of getting to know the market."

That also achieves another IBJ goal—making sure that competent managers are kept in place, and not swept aside after a merger or takeover.

A client, Nakamura says, is like a lifelong friend. "If you look at a business relationship that way, there is only one way to think or plan—very long term."

Even though most of its M&A business thus far has involved Japanese companies, IBJ is seeking more deals like one Natori points to, a deal in which the bank is helping General Motors, Volkswagen and East Germany's automotive industry forge a new relationship.

"Our historical role since we were founded in 1902 has been to help Japanese companies grow," says Nakamura, "but with a truly global economy developing, our area of interest must be wider."

Another deal which underscored this philosophy was the joint venture which IBJ helped structure between Virgin Music Group in Britain, and the Fuji Sanki Communications Group in Japan. This alliance, which merged Virgin's recording talent with Fuji Sanki's marketing power in Japan and Asia, stands to profit both companies.

The multiple benefits of the bank's cross-border deals include another advantage—access to the Japanese market itself.

"One of our M&A goals is to help foreign companies expand their investments in Japan," says



Hiroshi Nakamura  
IBJ Director and General Manager of the  
Investment Banking Department

Nakamura. The high price of land in Japan, cross-share holdings among Japanese companies and a general resistance to takeovers of any kind make such deals difficult, he admits, "but problems of this type are not so uncommon either in European countries. The point is that despite the difficulties, there are investment opportunities in Japan."

## Creating M&amp;A opportunities in Japan

The leading sectors in which those opportunities exist, Nakamura says, are medical instruments, auto parts, machinery of all types and chemicals.

The advice Nakamura offers foreign firms is the same that he gives to Japanese seeking M&A deals abroad.

"A minority equity position or a 50-50 joint venture" he says, "still offers many merits, including instant access to the market through the Japanese partner's know-how and its distribution system."

Nakamura sees special M&A opportunities among family-owned companies in both Europe and Japan which were formed after World War II and which now have no family successor.

On a broader scale, there is enormous room for investment growth in the rest of Asia, still the fastest-growing economic area in

the world. Choosing the right Japanese partner is often a puzzle made even more complex by the many intertwined relationships of the major business groupings in that economy. Then there is the role of the Japanese government and its ministries, which often influence market conditions.

Here, too, IBJ thinks it has a special role to play.

Nakamura lists two key strengths which favor outside investors.

"First, we have always kept a good working relationship with the government. This keeps us very much aware of current trends and thinking there."

"Second, we have a unique position in the business world here, which allows us to offer very balanced information and analysis."

Foreign companies entering the Japanese market often encounter one or another of the major business groups which are competing with one another.

"Since we are unaffiliated, yet influential, we have many business groups as our clients," he continues, "therefore we can provide foreign companies planning to establish footholds in Japan with very balanced information related to M&A."

## Products and relationships

Connections. Detailed information. Financing power. These are the qualities which IBJ managers are using to expand their business worldwide.

But the bottom line, as Natori and Nakamura both point out, is relationship-banking and a global point of view.

Adds Natori, "Our banking contacts, our information network and our highly skilled product banking units around the world enable us to mobilise tremendous strength and skill in creating projects which may involve a single market, or major enterprises in several countries."

IBJ's ultimate goal in striving to help build a new Europe, says Natori, is global.

"A stronger Europe," he concludes, "will provide valuable impetus to the entire world economy."

## LEVERAGED FINANCE

## A duller place — but safer

THE ATTITUDES of international banks to highly leveraged corporate transactions those that involve the creation of significant amounts of debt — have altered significantly over the last 12 months.

The reasons are ultimately rooted in the rise in interest rates which have taken place worldwide, stifling demand for credit and business euphoria together. The demise of the junk bond market in the US — culminating in the collapse of its leading proponent, Drexel Burnham Lambert — expressed the renewed caution in the shrinking of banks from leveraged lending.

The well-publicised failure of leveraged buy-outs in both the US and the UK reinforced a caution already evident in the Bank regulators on both sides of the Atlantic and in Japan began to express concern about the exposure of banks, with US regulators introducing a uniform definition of highly-leveraged transactions so they could at least keep track of them.

There are two main banking consequences of this. The first reflects the impact on their balance sheet of those completed deals which have gone wrong — and there is evidence that, as time went on, leveraged transactions in the US and UK became riskier. The second reflects the impact on current earnings of banks for which arranging and lending in such transactions made up an important part of net income.

Significantly, the collapse of the Japanese stockmarket — also a result of a sharp rise in interest rates — has intensified these trends. Japanese banks were among the most aggressive of leveraged lenders until they began to pull back last year. Now, they are very cautious. Higher interest rates have put their profit margins under pressure, and the 26 per cent drop in stockmarket prices since the start of the year has also raised question marks about their capital. The

Japanese banks' significant holdings of shares count towards their capital, but their ability to raise more capital by issuing shares has been significantly restricted by the market collapse.

This is not to suggest that merger-and-acquisition activity will stop. But the numbers of such deals has already fallen considerably, and is likely to remain at significantly lower levels for some time to come.

Banks are still willing to fund acquisitions. The financing underwritten for the buy-out of the European businesses of the Del Monte canned food group and the \$750m of senior debt in the \$1.5bn acquisition of Sels Fifth Avenue display this clearly. However, the amount of equity in both these transactions far exceeds that which would have been necessary even a year ago.

In many ways, the turning point for banks was the failure last year by Citicorp to syndicate the senior debt for a buy-out of the airline, UAL. The difficulties being faced by management this year, to arrange financing for a much more conservative structured deal to buy out the airline, illustrate the aversion to leveraged deals still felt by many banks.

In some banks, concern about leverage has caused the credit decisions to move up the hierarchy, leaving a cautious senior management to decide on whether to reject or accept a lending invitation.

In this way, a few traditional banking virtues reassert themselves. Keeping finances safe and simple is now beneficial. The trend towards transactions banking — where doing a deal is what counts rather than preserving important customer relationships — has probably gone into reverse.

This has left the market for corporate lending a duller place — but probably also a safer one.

Stephen Fidler

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David Lascelles on the response to regulatory developments

## Lessons from the B&C crisis

WHEN BRITISH and Commonwealth, the UK financial conglomerate, was plunged into crisis last month, it threatened to provoke a regulator's nightmare.

With no fewer than 40 regulated subsidiaries in half a dozen countries, including three authorised banks, several licensed dealers and brokers, and assorted finance companies, its collapse would have sent tremors far and wide.

Small wonder that the Bank of England, its principal supervisor, was quick to summon all B&C's various regulators to a crisis meeting, and inform the authorities in other countries where it operates. Fortunately, B&C's troubles were confined to Atlantic, its computer leasing arm. But the crisis contained several lessons for the financial regulators.

For one thing, it showed the risks that diversified financial conglomerates pose these days, and the need to ensure that the bulkheads protecting the capital in each subsidiary can hold in a storm. For another, it pointed out the importance of co-operation between authorities in different countries.

But one reason why B&C did not cause as much damage as it might is that regulators are now aware of these problems, and have developed the habit of co-operation, particularly in the banking industry.

Clear evidence of this is the Basle Committee of banking supervisors, under its Dutch chairman Mr Huib Muller. After launching its initiative two years ago, to implement common capital standards for all the world's leading banks, the committee is now working on standards for other factors, such as market risk and liquidity, and establishing links with regulators of other industries such as securities.

The capital standards are being phased in over a five-year period extending to March 1993, and have already had a considerable impact on bank balance sheets. Banks have raised an estimated \$100m in new capital, and are mostly now well on the way to meeting the new 8 per cent capital ratio minimum. At the end of 1989, the conspicuous laggards were the state-owned banks of France and Italy.

The recent fall in the Tokyo stock exchange has also weak-



■ Brian Quinn chairs the committee of supervisors set up by the Delors Report



■ Huib Muller chairs the Basle Committee, which called for capital standards

ened the capital ratios of Japanese banks, because they have large industrial holdings whose value has fallen. But it is not yet clear whether this will prevent them meeting the targets on time.

Meanwhile, the new capital standards will put pressure on banks to raise their profit performance. In a recent study, Mr Graham Bishop, an analyst at Salomon Brothers, predicted that banks would have to sell off prime loan assets to realise profits; this in turn would give a big boost to the loan securitisation market.

Cross-border harmonisation

**The capital standards are being phased in over a five-year period extending to March 1993, and have already had a considerable impact on bank balance sheets**

of banking rules is most advanced in the European Community, where the directives creating a single banking market for 1992 are being completed. The basic directive creates the concept of the "passport", which will enable any bank authorised by one member state to operate in all the others without needing further authority. This is being backed up by several technical directives covering solvency, large exposures and so on.

A committee of banking supervisors was also established by last year's Delors

report on financial unification, to consider the issues raised for the banking system by the prospect of closer monetary union. Chaired by Mr Brian Quinn, the executive director of supervision at the Bank of England, it has begun addressing such questions as whether banking supervision should be conducted by the central bank or by some separate authority.

One of the pressing issues facing banking authorities is the growing problem of drug-money laundering. Last year, the Basle Committee produced a code of conduct which imposes a strong moral obliga-

tion on banks to check out their customers more carefully, and to keep an eye open for suspicious money movements. Some countries, like the UK, followed this up with warnings that banks which did not co-operate could risk losing their licences.

But this crackdown will be of limited value so long as banking secrecy can be used to shield the criminal, and channels are not opened up for international co-operation.

The recent report of the Group of Seven task-force aims to overcome these obstacles by

recommending ratification of the Vienna Convention, which criminalises drug-money laundering, and says banking secrecy cannot interfere with international criminal investigations. In calling for "tough and rapid actions", the task-force estimated that drug criminals try to launder \$850m a year through the world banking system.

The major question for the near future is the extent to which regulatory reform will progress in the US. Following the recent crises in the savings-and-loan industry and on Wall Street, the need for a fresh approach has become clear. But will it lead to tougher or more tolerant regulation?

The White House recently indicated that it was reviewing the whole regulatory structure of the US banking system, including fundamental issues like the traditional separation of the banking and securities industry.

Mr Alan Greenspan, the chairman of the Federal Reserve is also in favour of thoroughgoing reform. Even the securities industry has now dropped its opposition to reform of the Glass-Steagall Act which keeps banks out of its markets. The question, though, is whether Congress believes the \$200m bail-out of the S&L business is an appropriate context in which to grant banks even greater powers.

A similar review process is at work in Japan, the other major country where compartmentalisation of financial services survives.

Convergence of banking and securities is certainly the order of the day in Europe, where the EC structure has been designed specifically to accommodate the "universal banking" principle. This gives a powerful additional argument to US banks which are seeking change, though so far the only progress they have made has been through administrative measures introduced by the Fed.

Mr Gerry Corrigan, the president of the New York Fed, told US bankers in January: "I would go so far as to say that the structural flaws in the US banking and financial system have actually got more serious, if only because we think while others progress."

THE WORLD'S banks and financial institutions have an insatiable appetite for computer power. Their demand for "mips" (millions of instructions processed per second, a measure of raw computing power) continues to increase at more than 40 per cent a year.

Only dramatic falls in the price of computer hardware produced by the microcomputer revolution is keeping a cap on the amounts financial services companies have to invest in computers.

Even so, according to figures from the management consultancies Price Waterhouse and Peat Marwick, the finance industry is spending close to 1 per cent of its turnover on its information technology (IT) budget, and the figure is growing by between 14 per cent and 25 per cent annually.

Figures from the US, provided by the Business Communications Company, suggest that each year banks are currently buying computer equipment worth a total of about \$2.7bn. By 1994, according to Market Intelligence Research Company, the worldwide spend on computers in banking will be more than \$14bn.

Computer technology has become, therefore, in a few years, the principal force driving change in the banking industry. Sir John Quinton, chairman of Barclays Bank in the UK, giving the presidential address to the Chartered Institute of Bankers said: "The impact of IT upon banking is so radical that it will be a key determinant of success or failure in the industry; a key determinant of whether 'banks', as a recognisable grouping, continue to exist; and a key determinant of the differentiation between competitors in financial services."

He warned that banks that could neither become the lowest-cost producer of services, nor differentiate themselves sufficiently from the competition by using IT, might go out of business.

Banks' concerns about their computer operations are of two kinds: first, that their central systems are adequate, efficient and secure; and second, that they have the necessary computing skills to build leading edge applications.

Central operations - deposit processing, loan and credit processing, administration and so on - are generally based on mainframe computers, usually, but not always, manufactured by International Business Machines (IBM), the world's largest computer manufacturer.

The banks' continuous



Sir John Quinton: 'a key determinant of success or failure'

### TECHNOLOGY

## '1% of turnover is spent on IT'

demands for more computing power are helping to sustain IBM's mainframe sales at more than 11 per cent a year. The largest IBM machines in use now come from its 3090 family, now close to the end of its life. Within two years, IBM is expected to announce a new hardware family, the "Summit" series, which will offer significantly greater price performance.

Business Communications Company points out, however, that banks seeking competitive advantage will try harnessing the power of supercomputers to their applications. "Just as the 1980s was the era of the personal computer," it says, "the 1990s will be the era of the supercomputer."

It goes on to point out: "Greater reliance on supercomputing will not, however, lessen the need the banks will have for large and mid-range mainframes. Some 6,000 large mainframes and 4,500 mid-range computers with processing speeds of between 50m and 1,500m floating-point operations a second (megaflops, a measure of supercomputing power) will be in use in the US by 1994."

What is all this power

needed for? First, to handle the growth in banking business and provide the resource for new electronic methods of banking communications. Cash management, for example, has become an electronic business driven by the concepts of electronic data interchange (EDI).

EDI is simply the electronic interchange of business information between trading partners using telecommunications links and computer systems. The international banks' telecommunications network, Swift, now in the final phase of its evolution into the more powerful and flexible Swift II system, is an early banking example of EDI.

With the development of networks that will connect both banks branches and banks to other banks, EDI will become increasingly important and lead to new demands for the establishment of standard methods of communicating business information.

An important element in Swift's success has been its clearly-defined message formats, which set the tone for the industry. Expect to see similar developments in, for example, securities-processing as banks concerns rise over

capital market, credit, currency-processing and sovereign risk.

The use of computers and data communications systems carries its own risks. Security has become an important issue with enlightened bankers, after a series of incidents in which machine failures have left institutions dangerously exposed or criminals have succeeded in breaking into financial data communications systems.

"Fault tolerance", which implies a computer that continues to operate despite failure of its key components, is now essential for many banking applications. The market leader is Tandem, but the machines of its closest rival, Stratus, are badge and sold by IBM and by Olivetti.

Digital Equipment, whose superminicomputers are widely used by banks, was forced earlier this year to develop its own version of a fault tolerant computer.

Now Storage Technology, a US manufacturer of IBM-compatible memory systems, is taking the fault-tolerant concept a stage further with the development of a high-capacity disk which it guarantees will never lose its users' data.

All the major manufacturers, however, are becoming excited about a new slant on an old technology - image-processing. Just as EDI offers one approach to the "paperless office", so image-processing is promising to cut costs to improve productivity in any area of banking.

IBM, Unisys, Wang and a host of smaller companies have all developed image-processing systems, based on digital scanners and optical disks of the "worm" (write once, read many times) variety. The availability of moderately-priced optical disk-drives is the key to the new systems. Unisys, for example, has developed a system for processing cheques at up to 1,800 front-and-back images every minute.

Images of doubtful documents can be transmitted electronically to bank officials for verification or correction.

All of these applications of computer technology are heavy on processing power; others, such as the use of expert systems to enable bank officials to make better informed decisions, no less so. Looking ahead, it may not be long before the branch computer - at present, a mini or small mainframe - is replaced by a supercomputer.

Alan Cane

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## Country reports start here

On these two pages and those that follow, FT writers report from the world's principal banking centres:

Italy; Spain ..... 8  
France; Switzerland ..... 9  
Scandinavia ..... 10  
Canada; Australia ..... 10

THERE IS little mystery these days as to what constitutes the biggest threat to US bank profitability in 1990. It is called real estate.

Just as America's senior commercial bankers thought they had put their most nightmarish problem of the 1980s

### THE US

behind them - Third World sovereign debt - the size of non-performing domestic real estate loans has begun to increase almost geometrically.

The issue of developing-country debt, more than seven years after the outbreak of the Mexican debt crisis, has been tackled by US banks in recent months through a series of drastically increased provisions. Earnings were hit hard by these provisions last year, and even a blue-chip star such as J.P. Morgan was pushed into a big loss as a result.

Now, however, it is clear that there will be little time for bank executives to breathe a sigh of relief. A whole host of new prob-

## Real estate causes most anxiety

lems, of which real estate is only the largest, are cluttering the earnings horizon.

Mr James McDermott, an analyst at Keefe, Bruyette & Woods in New York, says that banks are facing a generally harsher environment this year because of the difficulty of generating revenues. The slow-down in corporate lending and the flow of deals that have created lending opportunities continues to worry bankers.

The changed circumstances in Wall Street, meanwhile, means that lending tied to high leveraged takeover deals is sharply lower, while the tendency of large corporations to raise non-bank funds when needed only compounds the state of affairs.

For a while, commercial money-centre banks thought they would not be affected as much as thrifts by the slump in the commercial and residential real estate sectors - and there are indeed important distinctions between the woes of the thrifts and commercial banks. For one thing, the thrift industry has been hit by mismanagement, poor regulation and widespread fraud as much as by real estate. The chaotic state of the savings and loan industry and the estimates of \$400bn of future bail-out costs is clearly an enormous financial albatross for the US economy, but then so is the lacklustre state of commercial

banking.

The worsening of real-estate problems among commercial banks was underscored at the start of this year by the crippling size of non-performing loans at the Boston-based Bank of New England. The Fed and other authorities moved in and ordered the Bank of New England to co-operate in the sale of \$50m of assets, major restructuring, management changes and a slashing of the bank's workforce. Then, following the New England debacle, Fleet/Norstar Financial Group of Providence, Rhode Island and other regional banks disclosed serious real estate loan problems.

**Regional banks have performed better than the money-centre banks, but over-expansion, and the weakness of several regional economies, suggests this trend will change**

New England is not the only region of the country to be hit by the real-estate crisis. Arizona has been especially hard hit, and fears are growing in New York, California and parts of the south-west.

The big money-centre banks, despite having more balanced and diversified businesses, are now preparing to deal with the real-estate crisis. Mr John Reed, chairman of Citicorp - America's biggest bank - recently said that non-performing real estate loans would

continue to rise in 1990. His warnings have been repeated by other top bankers around the country.

The commercial banks have reacted to the real-estate crisis and the general drop-off in corporate lending by trying to lay greater stress on fee-earning divisions such as retail banking. Citicorp has led the way in retail banking, but Chase Manhattan and Bank of America are also devoting significant capital and human resources to growing their financial service and individual customer businesses. It is not certain, however, that even a profitable retail banking business will sufficiently offset other

risks or loan losses some blue chip corporations are finding that their own ratings are often higher than those of their bank lenders.

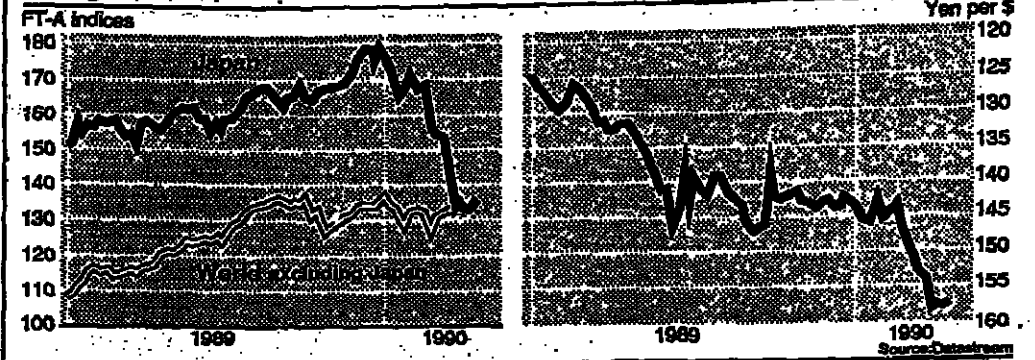
In these circumstances, foreign banks appear much stronger than most of their US competitors in serving multinational corporate clients. The capital-rich Japanese banks and European institutions, such as Deutsche Bank and Barclays Bank, are in many ways better placed to serve US companies seeking to expand in a global market.

The London-based IBCA bank-rating service has warned that regional US banks could be the next source of concern. Until now, the regionals have performed much better than the money-centre banks, but over-expansion by the regionals and the weakness of several regional economies suggests this trend will now change. IBCA said the inherent weaknesses of the US banking system - caused by its regionalisation and the pressure on management to achieve short-term financial performance - has "not served the country well".

The US banking system thus remains weaker than most of the major industrialised banking systems and, at least in the near term, seems likely to remain so.

Alan Friedman

## Tokyo stockmarket and the Yen



## Splashed by the plunge

THE RECENT sharp fall in the Tokyo stockmarket has forced Japanese banks to carry out urgent reviews of their corporate plans.

After several years of rapid expansion domestic and foreign markets, the banks could face a period in which they grow more slowly.

The plunge in Japanese equities and bonds since the beginning of the year, combined with the sharp drop in the international value of the yen is making it more difficult for banks to comply with tough new international rules on balance-sheet strength. At the same time, rising interest rates are already eating into trading profits, while a weak stockmarket will make it more difficult in future to boost operating profits by selling securities.

Meanwhile, there is concern that land prices may be dragged down by the decline in equities, resulting possibly in bankruptcies among over-borrowed individuals and companies. Although large banks will almost certainly be able to cope, some smaller institutions, including regional banks and leasing companies, may face difficulties.

There is anecdotal evidence about land prices starting to fall. The index of golf-club membership prices started falling sharply in March, at the height of the stockmarket crisis.

Japanese bankers like to think that Japanese land prices do not suffer sustained falls, because Japan is small and crowded country. They will not have to wait long to see if this argument holds true in the exceptional conditions of 1990.

For large banks, the chief concern is meeting the new standards on capital adequacy established by the Bank for International Settlements, which come into effect in March 1992.

When the BIS rules were first made known in 1987, banks were very cautious. In practice, they have continued to expand their loan books as fast as before, especially overseas.

Under the BIS rules, by the end of March 1989, the ratio of capital to assets has to be 8 per cent or more. If the ratio is low, banks can either cut their assets or increase their capital, or both. Since 1987, Japanese banks have concentrated on taking advantage of the strong stockmarket to raise a huge

### JAPAN

total of ¥12,500bn (\$9.8bn) in new capital. As a result, while US and European banks slowed down, Japanese banks continued to expand their loan books - by 15-20 per cent a year, with increases of 30 per cent and more in overseas markets. Japanese banks often bought assets, which their foreign rivals were forced to sell.

The stockmarket slump means that banks can no longer issue paper so easily. It may also undermine the value of Japanese banks' existing capital. Japanese banks are allowed to count as capital 45 per cent of the value of the unrealised gains on their huge securities holdings. With the stockmarket down, these gains have shrunk.

The banks will doubtless try to tap the stockmarket as soon as they can, to make good the shortfall. Some are also pressing the Ministry of Finance to allow them to widen the range of instruments they can issue to include subordinated debt, which is extensively used by western banks. In Japan, the right to issue debentures is restricted to long-term credit banks. City (commercial) banks want the rules changed. But they fear that long-term credit banks may demand

other privileges in return. No solution is in sight.

If banks cannot raise new capital, the only answer will be to curb asset growth, particularly in overseas markets, where the value of loans is exposed to the vagaries of currency movements.

The extent of any slowdown will vary from bank to bank. The best-capitalised banks include Sumitomo Bank, which raised ¥300bn as recently as January. Sanwa Bank, which pulled in ¥360bn in new capital last October, is also well placed as is Mitsubishi Bank, which had the highest capital ratio last year when the leading bank posted interim figures for the six months to the end of September. Weaker banks include the newly-formed Mitsui Tokyo Kobe Bank and the Bank of Tokyo.

Banks were hoping to boost capital by improving profitability. But the rise in interest rates, which helped to trigger the stockmarket crisis, has trimmed operating profits severely. At the same time, the weakness of the stockmarket makes it harder to boost operating profits with profits on selling securities. These can be huge - for the six months to the end of September, the non-operating profits of Mitsubishi Bank at ¥84bn was over three times bigger than its operating profit of ¥15.4bn. Even for Sumitomo, the most profitable bank, non-operating profits were 24 per cent of total profit.

Before the stockmarket started plunging and interest rates posted their latest increases, pre-tax profits for the year to the end of March were expected to be well down - by 15 per cent or so. Now forecast declines run up to 25 per cent, with little hope of a recovery in 1990-91.

Stefan Wagstyl

## Networking without frontiers

EC BANKS are not the only ones eyeing 1992. Citibank, the largest US bank, is trying to develop a Continent-wide consumer banking business by drawing on its considerable expertise in this area.

At the moment Citibank has a retail presence in 11 countries in Europe. It has 700

### Profile: CITIBANK in Europe

branches employing 11,300 people with \$2n assets and \$14bn in assets. But the key statistic as far as it is concerned is that it currently serves 3 per cent of European households. It aims to double that figure in the years ahead, says Mr Victor Meneses, the group executive who runs the operation out of Brussels.

Mr Meneses believes that

the changes in Europe offer good opportunities for outside banks to expand into traditionally entrenched national markets. Carrels are breaking down, regulations are being lifted, and new technology makes it much easier to reach new customers. Most European banks are also more pre-occupied with defending their home turf than expanding into other countries.

"We see all of this happening quite rapidly, and in some respects regardless of 1992," he says.

Citibank's aim is not to be a dominant player on the European scene. But it has a scheme to build a series of local banks into a pan-European network, which a customer can deal with regardless of time, country or language. Aside from conventional

banking services like loans and deposits, Citibank aims to introduce a Europe-wide credit card, and sell diversified savings products such as life insurance. (It owns insurance companies in several European countries.)

The bulk of Citibank's European retail business is currently in three countries: Germany, where it has owned KKB since 1974, and Italy and Spain where it bought up troubled banks in the 1980s. Mr Meneses says that networks need to be added in France and the UK, though opportunities to buy the sort of banks he wants - modest-sized with a strong orientation to the personal market - are limited.

Much of the impetus for Citibank's plans comes from its traditional strength in the retail banking market in the

US and in other parts of the world. It reckons it has the servicing and marketing skills, as well as the technology to do it. For example, it is currently installing into KKB in Germany the cash machines which it manufactures itself for its US branches.

Mr Meneses uses the expression "success transfer" to describe the process. He thinks Citibank has a good starting base, and the advantage of being country-neutral in image terms. But he will also have to overcome some of the scepticism that exists in Europe about Citibank's plans following several false starts in the past.

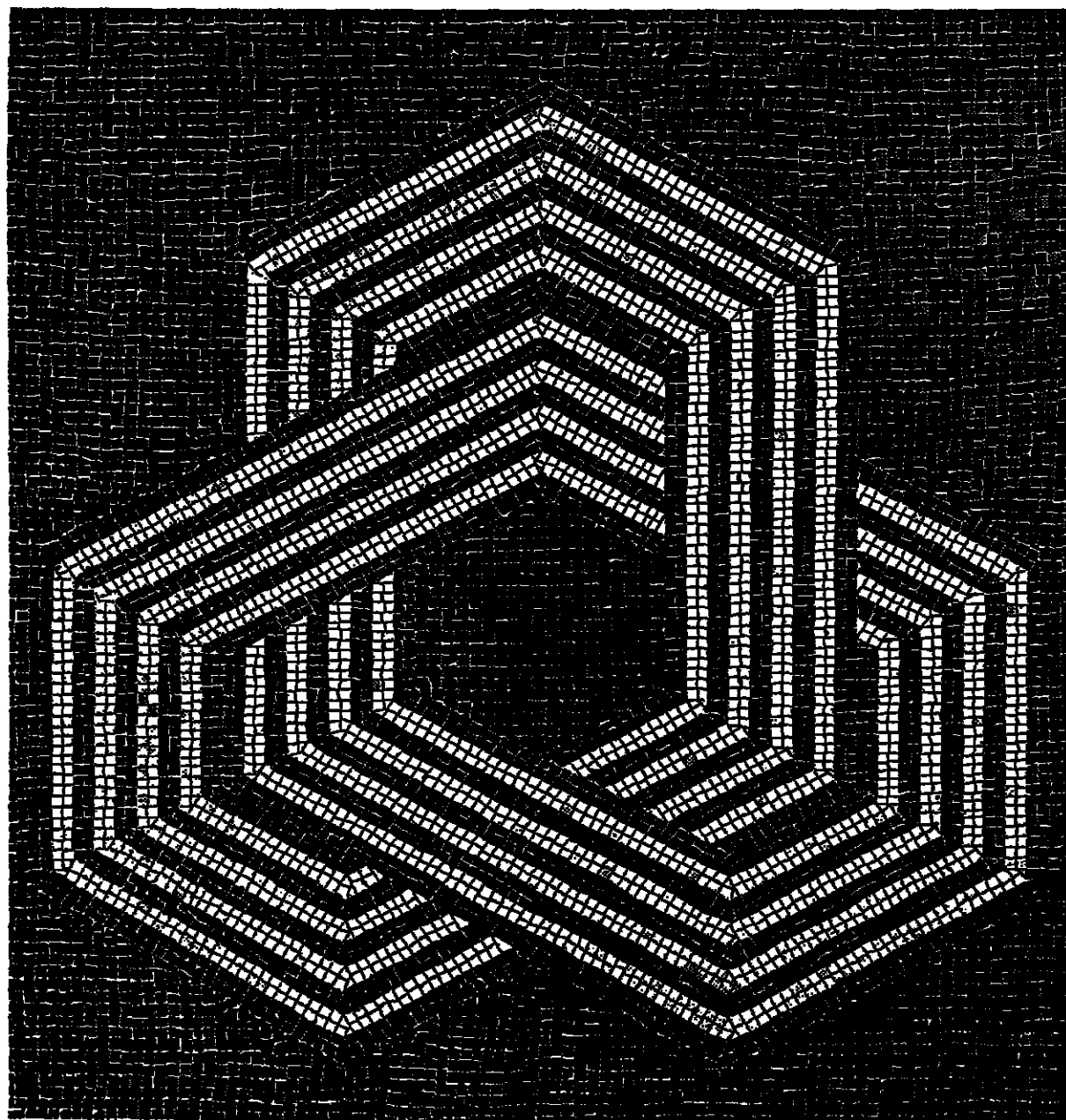
At the moment, the operation is profitable "but not as much as we would like it to be" says Mr Meneses, because of the drag of high develop-



Victor Meneses

ment costs. He declines to exact give figures but says his operation accounts for over half of Citibank's earnings from the Europe, Middle East and Africa region.

David Lascelles



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## INTERNATIONAL BANKING 7

## High interest rates take their toll

WHEN NOT one but two clearing banks make public warnings about the harm that government policy is doing to their business, times must indeed be hard.

Sir Kit McMahon, the chairman of Midland, rattled the markets last month when he proclaimed that profits were sharply down because high interest rates were squeezing margins and choking off loan

own bank's 1989 profits plunged by no less than £10m to £400m.

Normally, these pressures would be the familiar symptoms of a declining economic cycle. But this time they are happening against a background of big changes in the traditional UK banking market as well. Last year saw a major eruption of competition all the large clearing banks started paying interest on current accounts as they battled for place in the high street. This move cost NatWest alone £100m.

demand. A few days later, Barclays, the biggest clearer, uttered a similar cry of pain, though it stressed that trading was "satisfactory".

These statements both followed a year in which all the clearing banks saw their profits plunge because of another heavy round of provisions against Third World debts. Small surprise therefore that Lord Alexander, the new chairman of NatWest, summed up the current UK banking environment with these words: "Highly competitive and difficult economic conditions." His

own bank's 1989 profits plunged by no less than £10m to £400m. Normally, these pressures would be the familiar symptoms of a declining economic cycle. But this time they are happening against a background of big changes in the traditional UK banking market as well. Last year saw a major eruption of competition all the large clearing banks started paying interest on current accounts as they battled for place in the high street. This move cost NatWest alone £100m.

rating agency, estimates that the clearers could lose £700m on property over the next two years, assuming that 5 per cent of their loans go bad.

The more stringent climate is also likely to discourage further conversions by building societies into banks. Last year saw Abbey National take the opening plunge, and though its first results as a bank were

shire Bank, the regional bank which was put up for sale by its four clearer owners. The winner, in January, was National Australia Bank with a record price for a UK bank sale of just under £1bn, or three times Yorkshire's net asset value.

The bid topped another major acquisition just a few weeks earlier, the £950m pur-

chase by Deutsche Bank of Morgan Grenfell, the merchant bank. That deal appeared to typify the cross-border alliances that are expected to accompany the 1992 single market, but of which there have so far been few examples.

This year is also likely to bring another major cross-border deal: the consummation of the three-year-old courtship between the Midland Bank and the Hongkong and Shanghai Bank. Although both banks are playing their cards close to their chests, it is expected that they will form a joint holding company as a way of merging their businesses but retaining their separate identities.

Generally, though, UK banks remain highly cautious about their overseas activities, preferring to concentrate on the more familiar home market. Insofar as 1989 is concerned, they are watching for opportunities but have taken few. The Royal Bank of Scotland's two-year-old link up with Banco Santander of Spain remains the only specific 1989 liaison, though both NatWest and Midland have enlarged their inter-

COMPARISON OF 1989 RESULTS OF UK BANKS											
	BARCLAYS		NATWEST		LLOYDS		MIDLAND		ABBAY NAT.		
	1989	% chng.	1989	% chng.	1989	% chng.	1989	% chng.	1989	% chng.	
Net interest income	£m		£m		£m		£m		£m		£m
Other income	3,420	15	3,501	12	2,805	14	1,850	7	786	21	
Costs	2,127	19	1,864	21	1,417	28	1,382	17	174	32	
Charge for bad debts	3,550	13	3,597	15	2,301	17	2,303	17	425	26	
Profit before tax and exceptional provisions	414	42	445	105	445	190	307	63	14	8	
Profit before tax and exceptional provisions	1,675	20	1,444	3	1,048	4	616	-11	501	-	
Exceptional provisions for country risks	983	-	1,040	-	1,788	-	877	-	501	-	
Pre-tax profit	692	-50	404	-71	(715)	-175	(261)	-138	501	21	
Profit (loss) after tax	477	-77	248	-74	(468)	-181	(204)	-148	323	19	
Retained profits	144	-77	(85)	-109	(749)	-237	(359)	-229	-	-	
Cost/income ratio	64.0		53.6		57.5		63.5		72.4		
Total assets £m	127.8	22	116.2	18	57.5	11	62.5	12	37.2	18	
Market capitalisation £m	6,199	-	5,368	-	3,584	-	2,820	-	2,400	-	
Shareholders funds £m	6,073	-	5,079	-	2,767	-	2,685	-	2,688	-	

### Among the questions for this year will be the fate of vulnerable sectors of the credit market, such as property lending and highly leveraged deals

good, thanks to its Third World debt-free loan portfolio, its heavy dependence on the depressed housing finance market could affect its results in 1990.

The UK banking market remains, however, one of the most attractive in Europe, thanks to its openness and its relatively high profitability. This was highlighted by the lively bidding for the York-

shire Bank, the regional bank which was put up for sale by its four clearer owners. The winner, in January, was National Australia Bank with a record price for a UK bank sale of just under £1bn, or three times Yorkshire's net asset value.

The bid topped another major acquisition just a few weeks earlier, the £950m pur-

chance by Deutsche Bank of Morgan Grenfell, the merchant bank. That deal appeared to typify the cross-border alliances that are expected to accompany the 1992 single market, but of which there have so far been few examples.

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ests in Continental merchant banks. Barclays says it would like to enlarge its branch presence in Europe when the opportunity arises.

If times are harder for the clearing banks, they have improved for the merchant banks. After being battered by the securities activities which they acquired at the time of the Big Bang in 1986, the mer-

chants are in better shape, with profits rising. "There's been a very dramatic turnaround," says Mr Jonathan Agnew, the chief executive of Kleinwort Benson, whose profits were more than quadrupled. This is partly because the merchant banks are finally learning how to run profitable securities operations, partly because of the large fees they are earning from the high rate of merger and acquisitions in the UK and abroad.

These improvements have underlined the traditional resili-

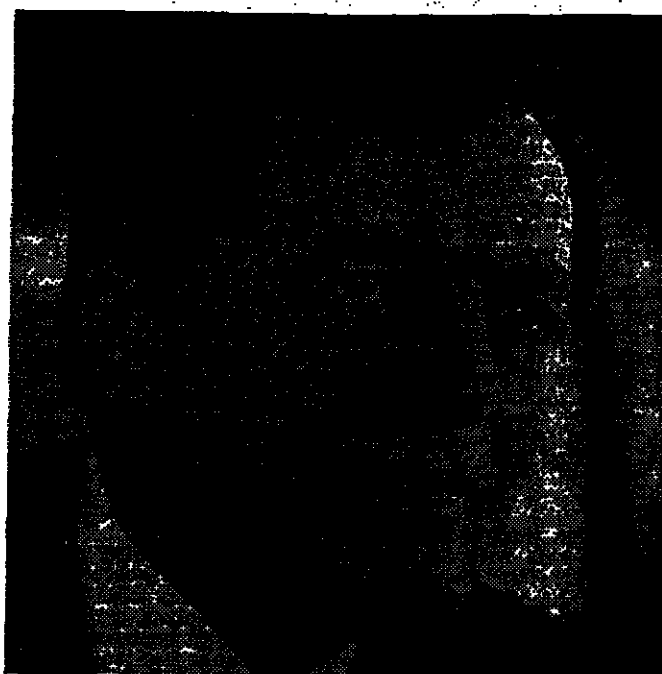
ence of the independent UK merchant bank - a breed which many thought would be flattened in the headlong rush of the big financial conglomerates. Indeed Barings, the oldest UK merchant bank, felt sufficiently confident this year to publish its full results for the first time in its 228-year history. These showed that 1989 pre-tax profits more than doubled to £60m.

However, the changes of the last few years have now clearly divided the merchants into those with significant securi-

ties operations, such as Warburg, Kleinwort and Barings, and those whose profits come mainly from advisory and other fee-earning business, like Morgan Grenfell, Lazards, Rothschild, Schroder and Hambros. Contrary to earlier predictions that houses with securities operations would come out on top because they could offer a wider service, all seem to be doing equally well in their chosen ways.

David Lascelles

## A daunting task in the east



Hilmar Kopper, chief executive of Deutsche Bank, West Germany's largest bank. As bankers looked to the new challenge in the east, he spoke of his "vision" of 250 branches and more than 4,000 employees, and later announced a joint venture, with the former East German state banking monopoly.

WEST GERMAN bankers have been eagerly looking in the records, and firmly linking the next commercial challenge of expansion into East Germany with past roots in that domain.

Dresdner Bank made much of its return home in January, and Commerzbank's perusal of its own records has conveniently revealed that, before the war, it commanded the most extensive network of branches in what is now East German territory.

Meanwhile, Mr Hilmar Kopper, chief executive of Deutsche Bank, West Germany's largest bank, spoke of his "vision" of 250 branches and over 4,000 employees, and later announced a joint venture, with the former East German state banking monopoly.

The task in East Germany is daunting. Western institutions will be resurrecting a system virtually from scratch. Moreover, there will be little prospect for an independent East German banking system. Reforms introduced by the old

regime before the elections may have split the monolithic state bank into a new Bundesbank look-alike on the one hand, and Deutsche Kreditbank on the other, representing an amalgam of the old so-called commercial banking sector. But, just as the new Staatsbank will be absorbed into the Bundesbank come currency union, so Deutsche Kreditbank is already effectively

#### WEST GERMANY

being dismantled.

For years, western practitioners will be furnishing the most basic of banking services, predominantly in the retail sector. Bankers already established in an advisory capacity point to the desperate lack of knowledge. As well as launching a plethora of seminars, explaining to everyone from journalists to company chairmen, the workings of the market economy, several institutions are gearing up training programmes for prospective employees. Deutsche Bank, for instance, has 100 employees of the Staatsbank at its headquarters in Frankfurt, and this project will be expanded.

Nor are activities restricted

to the "big three" commercial banks. In Bavaria, Bayerische Vereinsbank intends to develop regional strengths across the border, and Bayerische Hypothek- und Wechselbank is even proposing branches countrywide. Meanwhile, in the public sector, Westdeutsche Landesbank will be making the most of its region's strong trade ties with the East. DG Bank, the umbrella institution for the co-operative banking system, will preside over an extension of that network, and the savings banks, which are presently not allowed to operate outside local confines, are lending technical assistance to their rudimentary counterparts in the East.

As to the cost, most institutions have been remarkably quiet. Commerzbank put a figure of DM50m on its initial operations, and Dresdner said it would be paying about DM100m for the first stages. Deutsche, by contrast, has not specified how its involvement in the Kreditbank joint venture will be structured.

Meanwhile, recent results for the top five listed banks has demonstrated the basic financial strength of the sector, despite the unfriendly interest rate environment. Deutsche Bank extended its lead over the rest of the pack, announc-

### Interest-rate uncertainty dogs the 1990 picture. But increased turnover on the West German stockmarket will boost commission income

and particularly Commerzbank

rose on a year-on-year basis in the final two months of 1989.

Meanwhile, Deutsche's conservative interest-rate positioning served it well in a rising rate environment throughout the year. The bank managed both a slight improvement in its average interest rate margins, and very minimal write-downs on the bond portfolios. That contrasts sharply with Commerzbank, where trading profits fell, so that, despite an 11 per cent increase in partial operating profits, group profits remained static.

Bond write-downs at parent

but its earnings there, both in terms of interest and commission income, are growing faster than at parent level, in marked contrast to both Dresdner and Commerzbank.

As for 1990, continuing interest rate uncertainties dog the picture, even though the collapse of the domestic bond market has had less impact than was feared at the time. However, the massive increase in turnover of the West German stockmarket will provide a substantial boost to commission income, and several banks are earning very well on the derivatives product side.

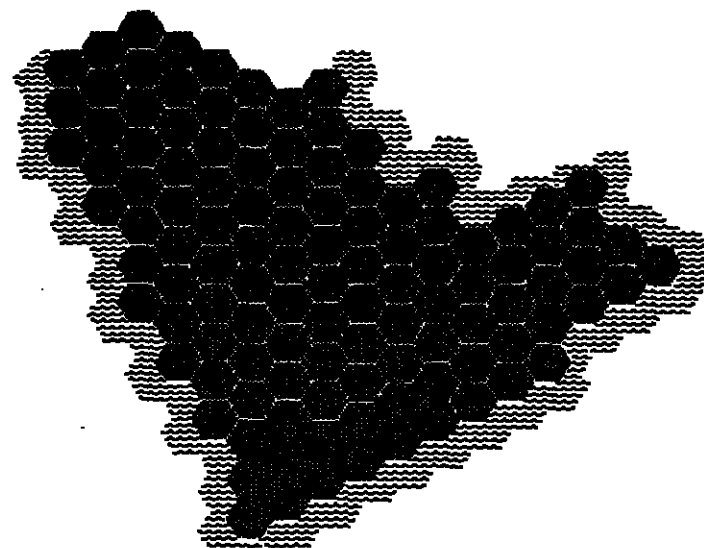
International growth will be watched with interest - how for instance Deutsche copes with the tedious task of integrating the British merchant bank Morgan Grenfell into its empire, and what further developments the Dresdner/Banque Nationale de Paris association yields.

One of the few nasty tastes left for this year will be the DG Bank affair, which could still force the resignation of its chairman Mr Helmut Guthardt. The row between DG and a number of French banks, over a series of outstanding bond transactions, severely dented the credibility of the West German bank among international dealers when it initially refused to stand by oral commitments given by one of its traders, since fired. One of two vice chairmen has already resigned.

Whatever the outcome - investigations by both the federal police and the banking authorities are under way - Mr Guthardt is not credited with having handled the affair well, and, given problems in a number of other areas, further top management changes may be required to put the bank, which is now Germany's fourth largest financial institution, back on its feet.

Katharine Campbell

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## INTERNATIONAL BANKING 8

# Networks may widen

BUOYED BY a wave of rising profitability, Italy's banks closed 1989 in a positive mood. With the economy pushing ahead faster than those of most of its European neighbours, the country's financial institutions benefited from lively credit demand and margins that are still the envy of much of Europe.

Even if some of the extraordinarily large rises in total assets last year were attributable to the effects of industrial

## ITALY

action in 1988, which distorted the 1988 year-end figures, the health of the credit market in 1989 was hard to miss.

Despite the continuing problem of attracting retail deposits, which tend to gravitate towards higher-paying and more generously taxed government debt instruments, the

banks look set to thrive in 1990. Indeed, the beginning of the new decade may mark the point at which Italy's banks finally start to overcome the two underlying problems that have beset them so noticeably by comparison with their European counterparts.

At the end of March, the Bank of Italy removed the remaining restrictions to branching. As a result, banks can now go ahead and open new outlets at will, provided there is no objection from Rome.

The new arrangement marks a sea change from the traditional system whereby requests for new branches were batched together and considered by the central bank every few years.

Although the Bank of Italy had gradually been loosening the rules, the former practice, along with the desire to keep a

Italian bank results end 1989 (L bn)				
	Net profit	Total loans	Total assets	
Banca Commerciale Italiana	420 (+16%)	83,700 (+44%)	112,800 (+32%)	
Credito Italiano	270 (+35%)	67,161 (+25%)	94,045 (+21%)	
Banco di Roma	103 (+129%)	53,022 (+5%)	81,912 (+15%)	
Banca Nazionale del Lavoro (498)	149 (+8.5%)	84,388 (+11%)	101,644 (+12%)	
San Paolo di Torino	580 (+40%)	48,883 (+25%)	111,000 (+30%)	
Banco di Napoli	104 (+40%)	54,856 (+9%)	85,131 (+14%)	
Banca Ambrosiana Veneto	143 (+15%)	12,851 (+25%)	28,055 (+20%)	

firm grip on banks' geographic growth, is the main culprit behind the current patchwork nature of Italian banking in which there are too many banks and not enough branches. For although Italy has some 1,200 banks and 13,000-odd branches, there are just 2.4 branches per 1,000 inhabitants, against an average of 5.2 branches per 1,000 throughout the European Community.

While there will not be a surge in new branches overnight, all the big banks are planning to increase their networks substantially. Banca Commerciale Italiana (BCI), Credito Italiano and Istituto Bancario San Paolo di Torino (which currently has the biggest branch network if all its

subsidiaries are included) are all talking in terms of opening a further 150-200 branches each in the next three or four years. The lower house of the Italian parliament passed legislation opening the way for the six "public law banks" - which include San Paolo and Monte dei Paschi di Siena - and for the country's savings banks, to change their status to that of joint-stock companies.

Though there is no suggestion of full-scale privatisation, as private capital will be limited to 49 per cent, except in special circumstances, the law, which should be operative by the end of the year, should enable the banks concerned to raise trillions of lire on the bourse.

Such an inflow will allow

them to address two urgent priorities. It will guarantee them the ability to keep up lending in line with demand, without the risk that capital ratios will slip below the Bank of Italy's guidelines. And the arrival of new funds could help to trigger a new and badly needed round of rationalisation at home, while opening the door to more takeovers abroad.

Only relatively recently has BCI, traditionally the most international of Italian banks, been looking to establish a network in neighbouring European countries. Likewise, San Paolo has taken many domestic bankers by surprise by the speed and scope of its recent international alliances.

By contrast, most of Italy's other big banks are still at the starting-post. Banca Nazionale del Lavoro (BNL), the country's biggest financial institution and majority-owned by the Italian Treasury, is still digesting the repercussions of last year's head-on collision with the credit market.

Meanwhile, Credito Italiano appears, at least temporarily, to have been dithering over its attempt to gain a hold at Banca Nazionale dell'Agricoltura, while Monte dei Paschi management, away from doubt by its local political masters, has said it does not want to change into a joint-stock company at all.

However, the venerable Sienese bank has already indicated what it wants to do in Italian banking, by using small stakes in subsidiaries to form links with foreign banks. Following its sale of a 5 per cent

share in its Credito Commerciale subsidiary to Taifu Kobe, of Japan, the bank in late March swapped a further 5 per cent with Germany's Bayerische Landesbank in return for a 10 per cent slice of Bankhaus Aulmann, the Munich-based private bank.

A similar strategy, albeit on an appreciably bigger scale, is also being mooted by San Paolo, which has majority stakes in Banco Lariano and Banca Provinciale Lombarda, two highly profitable banks in northern Italy. Either could exert a strong draw for the German, French and even Spanish banks keen to expand their presence in Italy.

But straightforward disposals should no longer be seen as foregone conclusions. For, following the December 1986 sale of Banca d'America e d'Italia to Deutsche Bank - as part of a process, encouraged by the

**Italy has just 2.4 branches per 1,000 inhabitants, against 5.2 per 1,000 throughout the EC**

central bank, to open the domestic market to foreign influence - the Italian banking community now appears to be putting much more emphasis on the need for reciprocity in any transaction - a policy which may also have found a favourable echo at the Bank of Italy itself.

So while smaller purchases - such as Credit Lyonnais's acquisition of a stake, standing at around 49 per cent, in regional institutions like Credito Bergamasco - may still be approved, foreign bankers with bigger ambitions in the Italian market need to know that any acquisition, to be successful, will have to involve not just money, but also require an element of give as well as take.

Haig Simonson

## Friends abroad

FROM ITS roots as a Piedmontese financial institution dating back to 1853, Istituto Bancario San Paolo di Torino has, since the mid-1980s, launched a string of foreign initiatives.

Domestically, its position has been consolidated with the purchase of a sizeable interest in Credito, the Rome-based long-term credit institution.

Mr Gianni Zandano, an academic by training who took his Ph.D. at Yale with a thesis on

### Profile

GIANNI ZANDANO

Monetary and Credit Economics, is modest about his role in the changes that have come about since he became chairman in May 1989.

Stressing that any opinions are strictly his own, he accepts that Italian banking, long handicapped by branching restrictions and divisions between different types of credit institution, is entering a period of change.

"Our own expansion programme for the years 1990-93 calls for the opening of at least 200 new branches at group level," he says. Meanwhile, linking up with Credito, the second biggest long-term lending agency in Italy, fits in perfectly with San Paolo's plans to broaden its range of services in its home market.

Mr Zandano is cautious when it comes to addressing the widely-expressed view that San Paolo will eventually take full control of Credito. But the "assignment" of San Paolo's own public works credit section, with a loan book of over 13,700bn, to Credito at the end of last year marked the first - but probably not the last - important rationalisation between the two companies.



Gianni Zandano

activities, he notes. But it is San Paolo's foreign intentions that have drawn the greatest attention of late. As the biggest single shareholder in Hambros, following a small increase in its former 12 per cent stake earlier this year, Mr Zandano dismisses suggestions that San Paolo is ready, or even at this stage able, to mount a full takeover. Regulatory considerations in London and Rome aside, "we wouldn't consider a takeover even if it were available," he stresses.

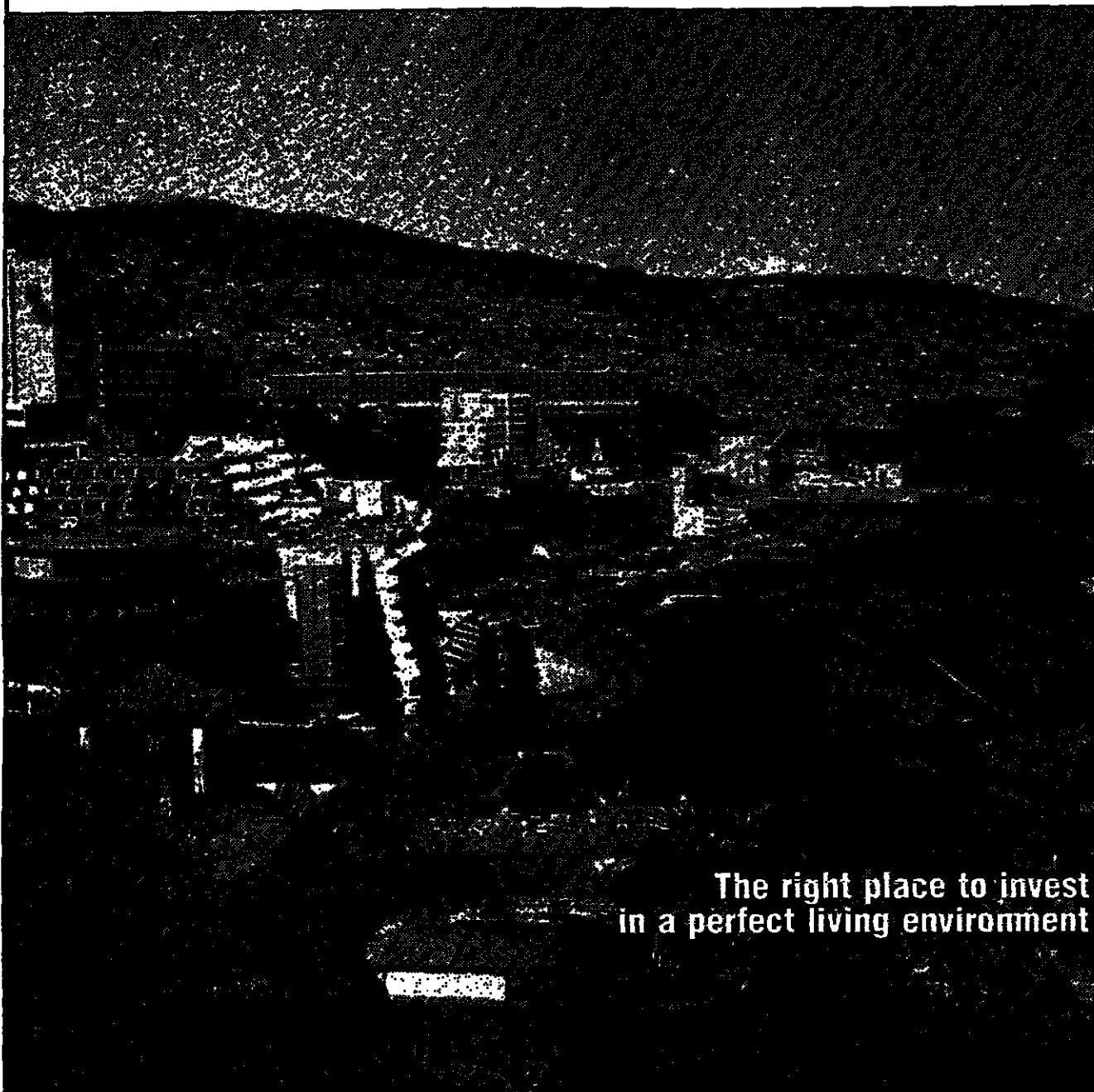
Rather, the Hambros stake has given San Paolo access to valuable know-how, while indirectly extending its geographical range into areas such as India where it was barely active before. And buying into Hambros has also brought it into contact with Guardian Royal Exchange, another big Hambros shareholder, with which San Paolo launched a ground-breaking initiative into the Italian life and general insurance markets last year.

"The alliance with Hambros certainly proved to be a preferential channel for finding a partner of such high standing as GRE, and for the rapid definition of our agreement," he admits.

But that is partly what international links based on small equity stakes are all about, argues Mr Zandano. "To go abroad, you need friends." BS

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### SPAIN

taken a 10 per cent stake in Royal Bank of Scotland, Britain's sixth biggest high street bank, Santander's merchant bank, Banco Santander de Negocios, has also become the biggest broker in the four Spanish bourses since they were reformed last summer.

In August, Santander rocked the industry again by introducing an interest-bearing current account that now pays up to 14.5 per cent. The disdain and feigned nonchalance affected by its rivals was a good measure of how important the move was. It ended, for ever, a tacit agreement not to break ranks on interest rates.

It took the other big Spanish banks about six months to catch up. Slowly, and then in a rush, the others, starting with Banesto, began offering so-called "super accounts" with high interest rate payments to customers with large balances. Even the mighty Banco Bilbao Vizcaya (BBV), which had scoffed at the idea, was forced a few months ago to offer its own super account.

The stakes in this deposits war are big. Banco Santander had Ptas76bn (€3.5bn) in current account deposits by the beginning of August. That put it in fourth place behind BBV, Banesto and Banco Central. Six months later, its current account deposits had almost doubled to Ptas15bn and it now leads the current account deposit league table, though it still remains in fourth place if overall deposit accounts, including savings accounts, are taken into consideration.

There is something fevered about the way Santander is pursuing new customers. The bank's aim has clearly been to attract retail clients - at a price - to the new accounts but then to be in a position to offer them newer and perhaps more profitable financial services.

There were chuckles in the banking community at the end of February, when the Bank of Spain decided to make a sharp cut in bank liquidity reserve ratios - the percentage of deposits banks are obliged to lodge with the central bank. In order to avoid a flood of money

on to the market, the Bank then insisted that all the liberalised reserve deposits be used to buy long-dated certificates of deposit. This meant that the reserve element of all the deposits Santander had attracted with its new account since last August were still tied up, whereas rivals who had only just begun to offer super accounts would be able to hold on to a much greater proportion of the money they

attracted.

Santander, though, has just answered this with another stroke of bare-faced cheek, and placed a high-interest rate savings account on the market. The product is aimed both at Spain's aggressive savings banks (cajas de ahorro) and the other big commercial banks. The latter still pay miserly interest on saving accounts, and Santander's move is little short of a declaration of total

war on all forms of deposit. The others, although they will hate it, will probably have to respond simply to stop the drift of new customers to Santander becoming a flood.

The interesting thing about this battle is that it occurs just as Spanish banks were beginning to relax about the threat to their retail business from foreign banks and to go up against the foreigners in investment banking. Now they have had their concentration rudely interrupted.

Peter Bruce

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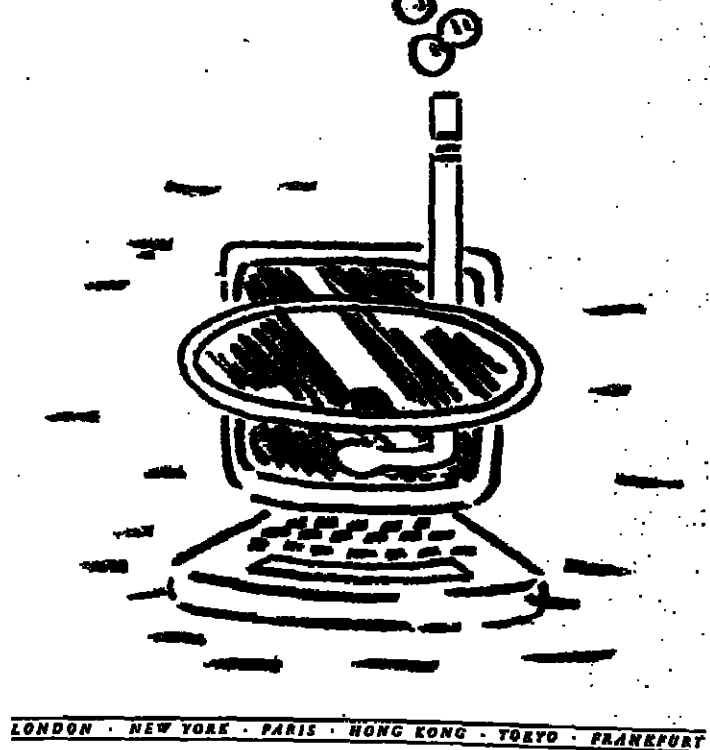
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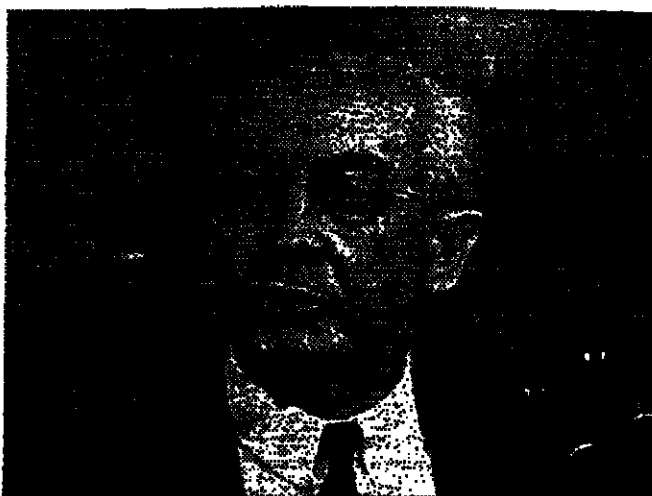
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## INTERNATIONAL BANKING 9

## New activities prove useful



Jacques de Larosière: stricter rules, lower ratio

CASTING A nervous glance across the Channel at their British competitors, or farther across the Atlantic towards the disasters of the US savings and loan industry, French bankers have this year been permitting themselves some modest self-congratulation at having come unscathed through 1989, despite a host of difficulties.

The major banks have all turned in satisfactory net profits: Crédit Lyonnais recovered strongly to FF3.1bn (\$444m), after a poor 1988; Banque Nationale de Paris (BNP) and Société Générale maintained a steadier rate of advance at FF3.4bn and FF3.6bn respectively.

Classic domestic banking has been at the root of these solid performances, with a marked reintermediation as companies have returned to bank credits after years of preferring disintermediated debt such as commercial paper. But newer activities, especially life insurance and leasing, have provided spectacular earnings growth.

Financial markets remained volatile throughout the year. More damaging, French short-term interest rates remained obstinately higher than long-term rates, and this inverted yield curve made it extremely difficult to make profits in capital-market operations.

"It is not easy to make money when there is a 1 1/2 percentage point gap between long-term and short-term interest rates, and in the wrong

## FRANCE

direction," said Mr Marc Viénot, chairman of Société Générale, whose dealing-room earnings fell last year to a fifth of their level in 1988.

Reliance on the financial markets has, however, increased, as the French banking system has changed in structure. In the past, the surplus deposits of the Crédit Agricole and Crédit Mutuel networks used, via the money market, to finance the other banks, whose lending exceeded their deposits. That surplus has now dwindled sharply, and the banking system as a whole is a net borrower.

"In the whole French finan-

cial system there are now only two institutions which are structurally lenders to the banks: the Caisse des Dépôts and the Bank of France," says Mr Daniel Lebègue, joint managing director of BNP.

At the same time, banks have seen their risks increase in the developing world, where they have had to increase their provisions for bad debts, but also in France, and even in their interbank dealings.

BNP made the heaviest bad-debt provisions last year, FF3.7bn, but this included its exposure to Banque Internationale pour l'Afrique Occidentale (BIAO), the ailing West African bank it took control of last year at the request of the French government.

French banks have, in general, built up strong reserves to cover on average 39.5 per cent of their sovereign debt exposure by the end of 1987, according to the Banking Commission - a figure expected to have risen to 42 per cent by the end of 1989.

For the largest banks, this figure is much higher: 60 per cent for the BNP, 55 per cent for Crédit Lyonnais, and 61 per cent, though calculated on a

shorter list of risk countries, for Société Générale. Their problem is that beyond 60 per cent, the tax regime for provisions becomes much stiffer.

"We are approaching a wall, though perhaps a flexible or moveable one, since the French tax treatment is much less stimulating once you exceed 60 per cent cover. We will continue our provisioning effort in 1990, in the hope that this wall will not block us," said Mr Jean-Yves Haberer, chairman of Crédit Lyonnais.

The Banking Commission, however, is continually urging all banks to bring their reserves up to the average for the profession, and for some weaker companies this has meant going cap-in-hand to their shareholders.

Besides reserves, French banks have also had to boost their equity base, where they have generally been rather weaker than their foreign counterparts.

Mr Jacques de Larosière, the governor of the Bank of France, said recently that the 16 largest French banks together had an average Cooke capital adequacy ratio of 8.5 per cent at the end of 1988, but

that on the stricter rules to come into effect in three years time, this ratio dropped to 7.5 per cent. The required improvement, however, should be well within reach by 1992.

Nevertheless, private-sector banks have been raising capital in the equity markets, while the state-owned banks have had to resort to more imaginative means. BNP has exchanged 10 per cent share stakes with Union des Assurances de Paris (UAP), the largest state insurance company, while Crédit Lyonnais has welcomed as shareholders both Caisse des Dépôts et Consignations, the state financial institution, in return for cash, and Thomson, the state electronics group, in exchange for control of its financial division.

But French banks have not only been on the defensive over the last year. Crédit Lyonnais has been the most expensive, building up its European retail banking network through the acquisition of Credito Bergamasco, in Italy, and the former Chase subsidiary in Belgium.

Crédit Agricole has also followed this strategy, though mostly with minority stakes. BNP is still seeking a retail banking network in Spain through a swap with Banco Bilbao Vizcaya, but the negotiations have stalled; the bank has had more success outside Europe, in California.

Other banks are sceptical about the strategy, and have preferred to seek out more limited niches in other European countries - CCB, or Société Générale with Touche Renaut, the UK fund manager, for example.

Banque Indosuez, the merchant-banking subsidiary of the Suez group, tried last year for a more ambitious strategy, with an approach aimed at a merger with Morgan Grenfell, the UK merchant bank. Rebuffed by Morgan, which preferred the charms of Deutsche Bank, Indosuez, too, is now concentrating on specific niches. Like Société Générale, it has now reinforced its fund management activities with the purchase of a UK manager, Gartmore.

George Graham

## Secrecy gets a trimming

that, after a decade spent on expanding abroad, the big Swiss banks have started to pay greater attention to their home turf. The CS bid may also signal an acceleration in the restructuring of Swiss banking and more spirited competition among the big banks, which for decades had been happy enough to march in neatly cartelised step.

Together the CBI and CS moves exemplify the adjustments which are now clearly under way in Swiss banking. The investigation for this shake-up is multiple.

International action against money laundering by narcotics dealers and other criminal organisations has trimmed back Swiss bank secrecy. Switzerland has co-operated with other leading industrialised countries in agreeing to

stricter monitoring of movements of cash. In July a new federal law, making assistance to money launderers a criminal offence, will come into force.

The deregulation of the 1980s has made other, previously more constrained financial centres competitive with the Swiss. The construction of a single banking market in the European Community is forcing Swiss bankers to re-think long-standing practices.

In many respects the liberal Swiss banking regulations already conform with, or are ahead of, those being put in place by Brussels. Swiss banks have little fear of being caught by EC demands for reciprocity and should have no trouble about access to the EC market.

However, disclosure requirements are compelling Swiss bankers to be more open in their reporting. In particular, they are being forced towards producing consolidated statements and will almost certainly have to break long-standing tradition and start disclosing their hidden reserves. The Swiss Federal Banking Commission has already said it is preparing a directive that will limit the size of the hidden reserves.

Another domestic indicator of change is the Cartel Commission, itself largely inspired by developments in the EC. It has already succeeded in getting rid of a clutch of price-fixing conventions and other oligopolistic arrangements, and is now waiting to see whether the Government will ratify its hotly contested recommendation that the banks abandon their price-fixing agreement on brokerage fees.

Swiss banks' 1989 reports demonstrated that they are already adjusting to realities, but also that, despite the overall recovery in earnings last year, they are facing inhibiting constraints which are compelling them to work hard at holding down costs and reinforcing their competitiveness.

Moreover, the reports sig-

nalled the demise of the practice under which the Big Three would announce almost identical profit growths and adjustments in dividend payments.

Union Bank of Switzerland (UBS), the best climber in net earnings, climbed by 12.5 per cent to Sfr502m (\$604m) and raised its dividend by 12.5 per cent. Swiss Bank Corporation (SBC), hampered by its involvement in the industry-wide at Coo AG, the West German retailing group, reported an 11 per cent increase in net profit to Sfr750m and a dividend increase of 7.6 per cent. Crédit Suisse exceeded analysts' expectations by announcing a 24.5 per cent improvement in net earnings and a 15 per cent increase in its dividend.

There were other differences. Crédit Suisse produced consolidated figures. UBS brought Sfr22m of its hidden reserves on to the balance sheet, announced the abolition of its non-voting participation certificates and said it would show a consolidated profit and loss statement in 1990. SBC gave a consolidated balance sheet figure for the first time and said it, too, was considering simplification of its share structure.

Growth in lending and a recovery in income from commissions boosted bank earnings last year, but most bankers are downbeat about the outlook for 1990. The UBS provisional report explained why.

UBS experienced a surge of more than 30 per cent in interest earned, but interest paid soared by 36 per cent, as customers shifted to higher interest-bearing deposits, and UBS's net interest income rose by only 0.2 per cent.

Moreover, the banks are under heavy public pressure not to raise mortgage rates further at the same time as they are having to pay higher interest rates to fund their mortgage lending.

With high interest rates set to continue well into 1990 and low activity on the stock exchange restricting income for commissions, the banks will be hard put to it, to produce profit advances comparable with those of last year.

William Dufforce

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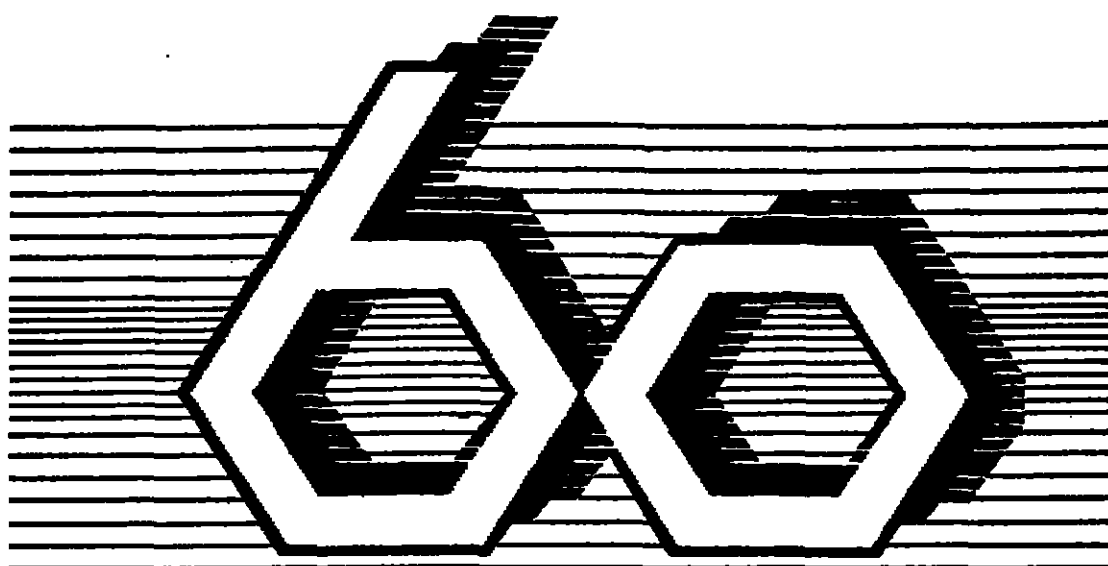
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